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Abstract

Social Exchange Theory postulates that individuals build relationships on the basis that the parties involved are mutually engaging in reciprocity of benefits or rewards. Social exchange theory implies certain belief systems and dispositions shift expected ways of relating to organizations, with some more willing to exploit co-workers and organizations. The following study compared the bivariate and incremental importance of the Dark Triad (Psychopathy, Narcissism, and Machiavellianism) in relation to the Triadic Cultural Codes (Face, Honor, and Dignity) in predicting counterproductive work behaviors, both globally and broken down by interpersonal (CWB-I) and organizationally (CWB-O) directed acts. We found significant associations for all three Dark Traits with CWB but non-significant effects for all cultural codes. Both multiple and hierarchical regression confirm that cultural norms play no role in deviant work behavior. These findings suggest that character adaptations stemming from culture do not predict CWBs beyond the demonstrated relationship with dark personality traits that underlie more fundamental tendencies and dispositions. Post-hoc analyses show that Machiavellianism is predictive of CWB-O, which implies that Machiavellians tend to engage in CWBs directed at the organization (e.g. theft and sabotage) out of cynicism toward workplace politics. Narcissism was found to be predictive of CWB-I, which aligns with research that narcissists tend to utilize strategies that reinforce their perceived superiority over other individuals (e.g. bullying). Finally, psychopathy was found to be predictive of both CWB-O and CWB-I, which supports research implications that psychopaths tend to impulsively harm individuals and their organization's property as a byproduct of their disinhibition.

Thesis Signature Page

MONTCLAIR STATE UNIVERSITY

Effects of Dark Personality Traits and Cultural Logics on Counterproductive Work Behaviors

by

Anastasia I. Angelbeck

A Master's Thesis Submitted to the Faculty of

Montclair State University

In Partial Fulfillment of the Requirements

For the Degree of

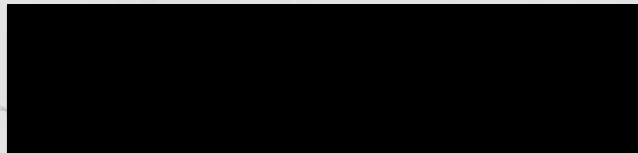
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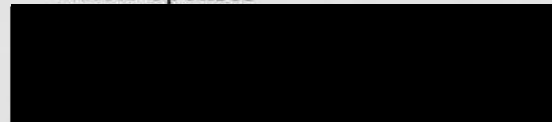
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THE EFFECT OF DARK PERSONALITY TRAITS AND CULTURAL LOGICS ON
COUNTER-PRODUCTIVE WORK BEHAVIORS

A THESIS

Submitted in partial fulfillment of the requirements

For the degree of Master of Arts

by

Anastasia I. Angelbeck

Montclair State University

Montclair, NJ

2018

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CHAPTER 1

Introduction and Overview

Most organizations have a psychological contract in place where the employer and the employee have a non-formalized agreement regarding expected norms and behaviors in the workplace (Robinson & Rousseau, 1994). Hence, the organization is expected to fulfill the employees' expectations of maintaining organizational justice. Likewise, the employees are required to remain committed, productive, and consistently exhibit behaviors that support the organization as well as other employees (Jensen, Opland, & Ryan, 2010).

Employees are more likely to engage in counterproductive work behaviors (CWBs), when they perceive a violation to the psychological contract, such as organizational injustice (Fox, Spector, & Miles, 2001). CWBs encompass a wide-range of negative behaviors that harm the interests of the organization and other employees including verbal abuse, production deviance, absenteeism, inventory theft, and property defacement (Jensen et al., 2010). Through a factor analysis, Bennett and Robinson (2002) determined that CWBs have two broad factors: Interpersonal CWBs (CWB-I) and Organizational CWBs (CWB-O). CWB-I entails behaviors aimed to harm other individuals in the workplace, such as spreading rumors about your colleagues. CWB-O encompasses behaviors that seek to harm at the organizational level, such as stealing company property (Bennett & Robinson, 2002). It is estimated that 25% of employees engage in theft or sabotage (Hollinger & Clark, 1983). Theft, alone, can cost a company upward of \$200 billion a year (Rogelberg, 2017). Given its expense, it is crucial to determine the precursors to deviant workplace behaviors, including those that target other individuals and the organization as a whole (Penney & Spector, 2002).

Past research suggests there are two distinct personal factors that potentially influence workplace behavior: personality traits and cultural upbringing (McCrae et al., 2000). Personality traits are predominantly genetically inherited and underlie an individual's fundamental tendencies (i.e. disposition). Cultural upbringing is predominantly derived from one's socio-environmental circumstances and underlie characteristic adaptations (i.e. acquired relationship skills). It is significant to note that one's culture heavily influences their personality development (McCrae et al., 2000). Indeed, both personality traits and cultural upbringing are learned from the individual's experience and social context (Hofstede, Hofstede, & Minkov, 2010).

Prior studies have determined that personality traits play a large role in workplace behaviors. In O'Boyle's et al. (2012) meta-analysis, it was found that individuals high on the Dark Triad are more likely to engage in CWBs, including when they perceive organizational injustice (Fox et al., 2001). For example, individuals high in the Dark Trait, narcissism, tend to have extensive feelings of grandiosity and entitlement. In the workplace, they are more likely to belittle and exasperate others as they seek, albeit, an inordinate amount of recognition that they feel entitled to for their achievements (Back et al., 2013; O'Boyle et al., 2012). Individuals high in Machiavellianism are more likely to engage in sabotage and extortion, particularly when they perceive that their organization's politics is inhibiting them from gaining power (Dahling, 2009). Furthermore, individuals high in psychopathy tend to have complete disregard to company policies and social norms, which enables them to recklessly bully others and deface property (Patrick et al., 2010). Additional insight will be provided as the study explores these underlying mechanisms for why individuals high in these dark personality traits are more likely to engage in CWBs.

To that effect, the current study expands upon O'Boyle's et al. (2012) meta-analysis on the influence of dark personality traits on CWBs, by determining whether adherence to specific cultural norms also play a role in employee engagement of CWBs. The study further seeks to examine the effects of Dark Triad and cultural norms on CWB facets.

CHAPTER 2

Literature Review

The present study investigates the relationships among the Dark Triad, cultural logics (or norms), and counter-productive work behaviors (CWBs) within the social exchange theory (SET) framework. SET posits that social behavior revolves around exchanges of costs and rewards, and individuals maintain relationships by engaging in mutual reciprocity (Homans, 1958; Mitchell, Cropanzana, & Quisenberry, 2012). In fact, SET underlies psychological contracts of workplaces whereby employees exchange productivity and cooperation for rewards (e.g. respect or opportunities for power) (Sharma & Thakur, 2016; Thibault & Kelley, 1959). Employees may become disgruntled when they sense an unfair exchange in their workplace (Messick & Sentis, 1983). In response to the poor treatment, real or perceived, employees may choose to engage in aggression, deviance, retaliation, or revenge, among other forms of CWBs (Spector et al., 2006).

Indeed, prior research has determined that employee deviance is more likely to occur when the individual possesses dark personality traits (O'Boyle et al., 2012). However, it is important to investigate whether other personal factors that shape an individual's behaviors play a role in the engagement of CWBs, including CWB-I and CWB-O. (McCrae et al., 2000). This leads the researchers on an investigation as to whether the endorsement of certain cultural norms, in addition to possession of particular dark traits, is also related to or predictive of engagement in facets of CWBs (Leung & Cohen, 2011). Thus, this literature review seeks to uncover the basis of these relationships in prior studies, culminating in the development of two manifold hypotheses.

Dark Triad and Counter-Productive Work Behaviors

Paulhus and Williams (2002) introduced the Dark Triad – Machiavellianism, psychopathy, and narcissism – which share a socially malevolent character but are driven by subtle distinctions in motives, cognitions, values, and traits (Jones & Paulhus, 2011). Jones and Paulhus (2011) ascertained that unique behavioral patterns emerge among each of the dark personality traits. For example, individuals high in narcissism tend to frequently engage in self-enhancement behaviors, while self-enhancement behaviors were sparingly demonstrated by individuals high in Machiavellianism and psychopathy. In comparison to Machiavellians and narcissists, psychopaths are more likely to engage in delinquent and violent behavior. Psychopaths also have the greatest likelihood of exhibiting indiscriminant aggression, while Narcissists are more likely to engage in aggression typically following provocation. Genetic and phenotypic research on moral development suggests that Machiavellians have the greatest capacity for moral reasoning, although they behave in a self-serving manner, regardless. On the contrary, psychopaths were found to have weaker capabilities of abstract moral reasoning (Jones & Paulhus, 2011; Paulhus & Williams, 2002). Thus, the current body of empirical evidence suggests that Machiavellianism, psychopathy, and narcissism each have unique behavioral and cognitive manifestations.

Due to its emphasis on relationship formation via mutual reciprocity, social exchange theory has been advanced as a useful framework for understanding how the DT relate to deviant work behavior (O’Boyle et al., 2012). According to Spector et al. (2006), when the normative expectations of mutual exchange of worker input for organizational output is violated, employees retaliate by engaging in theft or stalling productivity. An employee is more likely to engage in abuse and sabotage out of anger with their supervisor or constant stress over tight deadlines. In

addition, an individual is more likely to withdraw due to job-related boredom (Spector et al., 2006). O'Boyle et al. (2012) argue that expectations for those high on the DT are askew, such that narcissists, Machiavellians and psychopaths take a unilateral approach to exchanges where they demand more resources for doing less. This aligns with Jonason, Li, Webster, and Schmitt's (2009) argument that individuals high in DT exploit strategies that emphasize short-term resource maximization. This is further substantiated by O'Boyle's et al. (2012) meta-analysis that found "... DT accounted for a statistically significant amount of the variance for job performance and CWB." While individuals high in Machiavellianism, psychopathy, and narcissism are all more likely to exhibit self-serving behaviors, even utilizing devious or unethical strategies, the sub-personality types of the DT tend to vary in reasoning and approach (O'Boyle et. al, 2012). Thus, one of the major aims of this study is to determine which dark personality trait, if any, is most likely to lead to an individual demonstrating CWBs.

Narcissism and CWBs

Narcissism is marked by an excessive sense of grandiosity, arrogance, egotism, and entitlement (s, 2016). Individuals high in narcissism tend to have an intense preoccupation with self-inflated views of their uniqueness, brilliance, and status (Paulhus, 1998). Their main goals center around enhancing their reputations and gaining others' attention and admiration. In the workplace, narcissists over-embellish their task capabilities, reject compromises, seek out praise, and counter or ignore negative feedback (Cohen, 2016; O'Boyle et al., 2012). Bushman and Baumeister (1998) argue that threatening the ego of a narcissist may prompt them to react in a hostile manner. Negative feedback or an insult is perceived as an affront to the inflated self-image of a narcissist. In an effort to defend themselves, their reactions range from degradation of the source of negative feed to demonstrating outright aggressive behavior to the individual(s)

who ridiculed them (Bushman & Baumeister, 1998). Indeed, O'Boyle et al. (2012) determined that narcissism and CWBs have a strong positive correlation ($r=.43$).

Although their hostile reactions are also in defiance of the psychological contract of most workplaces, their inflated egos may lead them to believe that they are above the requirement of following the stipulations that all individuals are expected to adhere. It is also the narcissistic employee's high sense of entitlement that leads them to believe they deserve more than others for similar work. More specifically, Grijalva and Newman (2015) discovered that the entitlement facet was mostly strongly related to engagement in CWBs, indicating that narcissists believe that they deserve special privileges regardless of fair reciprocity on their part. From a narcissists point of view, they deserve higher salaries and exclusive rewards simply for being superior to others. As this is an entitled expectation adrift from reality, the narcissist will believe that the organization has treated them unfairly when they don't receive these special privileges (Ackerman et al., 2011). The organization's failure to meet the narcissist's warped expectations may lead them to retaliate, such as by verbally abusing others. Therefore, it is hypothesized:

Hypothesis 1a: Narcissism is positively related with engagement in CWBs.

Machiavellianism and CWBs

Machiavellianism encompasses pragmatism, manipulation, duplicity, and a hunger for power (Paulhus & Williams, 2002). Machiavellians perceive others as objects to exploit and control to achieve personal gains (Cohen, 2016; Kessler et al., 2010). Machiavellians' ethical reasoning is morally corrupt as they regard humans as inherently weak and believe the pursuit of power justifies their unethical behaviors (Cohen, 2016; Kish-Gephart, Harrison & Trevino, 2010; Smith & Lilienfeld, 2013). This moral disengagement appears as the ruthless pursuit of goals with little regard for others (Wu & Lebreton, 2011). This is supported by a strong positive

correlation ($r = .46$) between Machiavellianism and moral disengagement (Moore, Detert, Trevino, Baker, Mayer, 2012). This is suggestive of the cognitive processes enabling the anti-social attitudes and behaviors of a Machiavellian.

Moreover, an individual who is high in machiavellianism is unlikely to conform to their workplace's psychological contract as they have a tendency to abuse and double-cross their colleagues (O'Boyle, et al., 2012). They are reluctant to adhere to a fair social exchange because their need for ascendancy exceeds their ability to accommodate the needs of others (Smith & Webster, 2017). Thus, individuals high in Machiavellianism are more likely to engage in various CWBs ($r = .25$), including transgressions of revenge, abuse, and sabotage (O'Boyle et al., 2012). Machiavellianism moderately correlates with ($r = .22$) unethical behavior (Kish-Gephart et al., 2010). Together, this suggests a Mach's pursuit of power leads them to bend the rules and harm others to attain their goals. Therefore, it is hypothesized:

Hypothesis 1b Machiavellianism is a positively related with engagement in CWBs.

Psychopathy and CWBs

Psychopathy is comprised of impulsivity, fearlessness, and callousness (Jones & Paulhus, 2014; Smith & Lilienfeld, 2012). An individual high in psychopathy has little regard for others and seems to entirely disregard social norms (Cohen, 2016). They have a tendency to exhibit insincere charm in effort to take advantage of unsuspecting people (Deshong, Grant, & Mullins-Sweatt, 2015; Smith & Lilienfeld, 2012). Psychopaths do not regret hurting people, and even take pleasure in the pain that they have incurred. They are known to engage in harming others as a strategy to detract attention from their insidious personal agendas (Wu & Lebreton, 2011). In a psychopath's mind, the norms stipulated by their organization's psychological contract is not applicable to them. However, it has been determined that individuals high in psychopathy are

even less likely to exhibit these impulsive and incendiary behaviors in the workplace if they are in a position of authority (Babiak & Hare, 2006). Individuals who have managed to reach higher positions of authority were likely to have done so by successfully concealing their malevolent tactics and intentions. (O'Boyle et al., 2012).

Surprisingly, O'Boyle et al. (2012) found psychopathy had a relatively weak positive correlation with engagement in CWBs ($r = .07$). In contrast, Deshong, Grant, and Mullins-Sweatt (2015) found stronger effects with psychopathy moderately correlated to both interpersonal CWBs ($r=.29$) and organizational CWBs ($r = .32$). This aligns with Patrick's et al. (2010) argument that psychopaths have a tendency to harm people and property as a byproduct of their hollow nature and utter disinhibition. Therefore, this study seeks to contribute to the inconsistent literature on whether psychopaths are at an increased risk of engaging in CWBs.

Hence, it is hypothesized:

Hypothesis 1c: Psychopathy is a positively related with engagement_of engagement in CWBs

Personality and Culture

Both personality traits and cultural upbringing are unique personal factors that can play a role in workplace behavior. While both are shaped through life and social experiences, personality traits and cultural upbringing are distinct in terms of their influence on an individual's attitudes and behaviors (Hofstede, Hofstede, & Minkov, 2010; McCrae et al., 2000). Personality traits underlie an individual's basic tendencies and their overall disposition. Longitudinal studies have observed temporal stability of Big Five personality traits in adults, and cross-cultural studies have confirmed structural invariances of personality throughout many countries of the world (McCrae et al., 2000). On the contrary, cultural upbringing underlies characteristic adaptations, which include much of the habits, skills, and beliefs that have been

acquired from social experiences. It is also important to note that culture influences personality development (McCrae et al., 2000). Considering both the contrasts and inter-relationship of personality and culture, cultural upbringing has a strong likelihood of playing a role in workplace behaviors.

Given the inter-twining relationship of personality, culture, and behavior, it is important to investigate these associations from the perspective of the Social Exchange Theory (SET). SET posits that much of social behavior entails exchanges of costs and rewards, which serve as the foundation for relationships of mutual reciprocity (Blau, 1964; Homans, 1958; Mitchell et al., 2012). Individuals typically become resentful when they sense unfair exchanges, whether perceived or real. An employee who senses poor treatment in the workplace are more likely to engage in CWBs, including revenge and aggression (Messick & Sentis, 1983; Spector et al., 2006). For example, if a supervisor disparages an employee who is putting forth great effort in their work, the employee may retaliate by verbally threatening their boss. Employee retaliation may occur irrespective of whether the supervisor's criticism was warranted or not. The focal point to consider in this case is the perspective of the employee. Since social exchange theory postulates that relationships are maintained by all parties engaging in mutual reciprocity, the above scenario highlights an instance where an employee believes the costs (i.e. their hard work) is outweighing the benefits (i.e. respect and recognition). As O'Boyle et al. (2012) has affirmed, these behaviors and cognitions are driven by the possession of dark personality traits. Given that cultural upbringing also has an effect on an individual's behaviors, it is crucial to determine whether cultural norms are linked to CWBs beyond the demonstrated relationship to DTs.

Cultural Logics and CWBs

Hofstede (1980) has defined culture as a social system of shared values, beliefs, and norms that guide its members' attitudes and behaviors in various situations. Culture is an inextricable part of one's identity, and individuals tend to interpret their circumstances and the behaviors of others through their culture's lens (Hofstede & Hofstede, 2005). This phenomenon occurs even when the individual no longer resides within their original culture's sphere of influence (Leung & Cohen, 2011; Murugavel & Somaraju, 2016). In this study, the researchers seek to investigate Cultural Logics, which are used interchangeably with Cultural Norms. Cultural Logics are sets of behavioral scripts and customs that revolve around a fundamental theme. The three main Cultural Logics to be studied in relation to CWBs are Face, Honor, and Dignity (Leung & Cohen, 2011).

Cultural differences are becoming more apparent with the progression of globalization and diversification of corporations (Drake, 2001; George, Owoyemi, & Onakala, 2012). Although a variety of cultural perspectives can be beneficial, cultural diversity may also play a role in the occurrence of misunderstandings and incongruences when employees interpret the behaviors of their colleagues (Murugavel & Somaraju, 2016). With reference to the Social Exchange Theory postulation that relationships are rooted in the exchange of costs and rewards, differences in cultural upbringing can play a role in incongruent perceptions of what constitutes fair mutual reciprocity (Homans, 1958; Leung & Cohen, 2011; Mitchell et al., 2012). SET also underlies psychological contracts of workplaces whereby an employee expects the costs (e.g. their productivity and cooperation) to be balanced by the benefits (e.g. supervisory support and respect). For example, an employee who endorses Face culture would expect his supervisor to spare him public embarrassment by criticizing his work in private, away from other colleagues.

In the event that his supervisor openly critiques the employee in front of the entire office, the employee's perceived loss of face may drive him to withdraw or sabotage his productivity (Leung & Cohen, 2011). Therefore, it is crucial to determine if an employee's cultural upbringing, which underlies their characteristic adaptations, will play a role in their workplace behavior. Thus, the current study seeks to determine if the cultural logics, face, honor, and dignity, relate to engagement of CWBs beyond the demonstrated relationship with the possession of DT (Leung & Cohen, 2011; O'Boyle et al., 2012).

Face Culture and CWBs

Face culture tends to be predominant within Eastern Asia, including China, Japan, and South Korea (Aslani et al., 2016). Within face cultures, an individual's behavior is motivated by fear of punishment or "loss of face" from authority figures and their families. The individual's behaviors are regulated by the desire to maintain a positive outward reputation and to adhere to the status quo dictated by the social hierarchy. The culture of Eastern Asia emphasizes a hierarchical context, where interactions are influenced by one's role and status. Those who lack a regard for the values and views of others, particularly those above them in authority, are deemed untrustworthy and are shamed by others. Furthermore, the individual's self-worth is formed through external valuations (Aslani et al., 2016; Leung & Cohen, 2011).

In the workplace, face culture endorsers seek to appease superiors and colleagues and refrain from deviant behaviors (Aslani et al., 2016; Leung & Cohen, 2011). With reference to SET, employees who endorse face culture would expect colleagues to critique them in private, while employees are expected to produce their best work and accept feedback (Mitchell et al., 2012). However, even when faced with public criticism from their supervisor, adherents of face culture are unlikely to retaliate as they feel shame may have been deserved. In their eyes,

retaliation may further tarnish their positive reputation and would contradict the status quo (O'Boyle et al., 2012; Johnson & O'Leary-Kelly, 2003). For this reason, we conjecture that individuals endorsing face logics are unlikely to exhibit CWBs, including in response to perceived negative treatment from organizations or a colleague. In fact, demonstrating deviant behaviors would likely increase their shame, rather than having the effect of restoring self-image (Aslani et al., 2016; Leung & Cohen, 2011; O'Boyle, 2012). Thus, it is hypothesized:

Hypothesis 2a: Higher endorsement of face norms is negatively related with exhibiting CWBs.

Honor Culture and CWBS

Honor culture is predominant within the Middle East (e.g. Saudi Arabia), Mediterranean nations (e.g. Italy), Latin America (e.g. Mexico), and the “Deep South” region of the United States (Aslani et al., 2016). Within honor cultures, an individual's behavior is motivated by the desire to uphold their reputation by asserting and protecting their honor. An individual's self-worth is formed through both internal and external shame. The self's valuations originate from internal and external standards. An individual can attain honor by asserting it, but one's reputation must also be corroborated by the perceptions of others. Moreover, honor culture tends to thrive in competitive contexts where mutual reciprocity is fiercely encouraged (Leung & Cohen, 2011).

In the workplace, adherents of honor culture are more likely to retaliate when subjected to poor treatment (real or perceived). On the contrary, they exhibit pro-social behaviors to return favors. With reference to SET, employees who endorse honor culture expect to be treated with respect and receive fair rewards for their productivity (Aslani et al., 2016; Leung & Cohen, 2011; Mitchell et al., 2012). It is believed individuals adhering to honor cultures value their reputations and will therefore take measures to exploit opportunities to increase or protect their honor

(Leung & Cohen, 2011). In this case, such individuals are more likely to engage in deviant workplace behavior such as retaliation to negative treatment. Thus, individuals who endorse honor culture are more likely to condone the use of hostile behavior and outward aggression. In addition to demonstrating an increased likelihood to engage in negative reciprocity (i.e. anti-social), individuals from honor cultures are also more likely to engage in positive reciprocity (i.e. prosocial) in the form of Organizational Citizen Behaviors (OCBs), including return favors and task support (Aslani et al., 2016; Leung & Cohen, 2011). Thus, it is hypothesized:

Hypothesis 2b: Higher endorsement of honor is positively related with exhibiting CWBs.

Dignity Culture and CWBS

Dignity culture is predominant within Western nations including the United Kingdom, the United States, and Canada (Aslani et al., 2016). This culture is characterized by the notion that the individual's valuations are internally derived rather than externally (i.e. their superiors) as they are in face cultures. Within dignity cultures, an individual's behavior is motivated by self-inflicted guilt and personal accountability. Such norms arise from external legal system where a sense of self-worth arises from individual rationality and righteousness. According to Aslani et al. (2016), members of dignity cultures are unlikely to be competitive and aggressive. Hence, those endorsing dignity norms may be less likely to react negatively when insulted or threatened. Adherents of dignity culture have a decreased likelihood of engaging in deviant behaviors, as the desire to exhibit retaliatory behavior would be overridden by their internal sense of guilt (Ayers, 1984). Thus, endorsers of dignity culture tend to avoid deviant behaviors to maintain a good conscience (Aslani et al., 2016; Leung & Cohen, 2011).

In the workplace, adherents of dignity culture are less likely to retaliate to maintain the moral high ground. With reference to SET, employees who endorse dignity culture are expected

to demonstrate respectful behaviors toward their colleagues, while they simultaneously expect to receive fair treatment (Mitchell et al., 2012). Even in the case of poor or unfair treatment (real or perceived), individuals are reluctant to retaliate as this would contradict their inclination to “be the bigger person.” Within dignity cultures, hostile or uncivil behaviors are strongly discouraged and not tolerated by workplaces, regardless if the employee was in fact mistreated. Based on this rationale, it is surmised that individuals endorsing dignity logics are unlikely to exhibit CWBs, including in response to perceived negative treatment from their organization or colleagues (Aslani et al., 2016; Leung & Cohen, 2011). Thus, it is hypothesized:

Hypothesis 2c: Higher endorsement of dignity norm is negatively related with exhibiting CWBs.

The main focus in the present study is to determine whether Dark Traits and Cultural Norms are significantly related to facets of the CWB. Further, the researchers will seek to determine whether each scale of the DT and CN are significant predictors of CWB. Incremental validity of the collective DT scales and collective CN scales will also be taken into consideration. Should Dark Traits have incremental validity above the Cultural Norms, this would suggest that Dark Traits as a set significantly predict the outcome of CWBs beyond the Cultural Norms. Thus, the study seeks to broaden O’Boyle’s et al. (2012) meta-analysis on the influence of Dark Triad on CWBs from the social exchange perspective. This will be carried out by examining if cultural upbringing is related to engagement in CWBs beyond the Dark Traits. The effects of Dark Traits and Cultural Norms on the CWB facets will be examined as well.

CHAPTER 3

Methods

Participants and Procedures

Data were collected in Qualtrics, a web-based survey software. Qualtrics was linked to Amazon Mechanical Turk (MTurk), an online platform for crowdsourcing participants to complete human intelligence tasks (HITs) in exchange for compensation commensurate with time and effort. Data yielding from MTurk, particularly when conducting research on the workplace, has demonstrated to be of equal or higher reliability in comparison to college student samples (Buhrmester, Kwang, & Gosling, 2011). The study was designed and administered via TurkPrime, a research platform for social scientists that integrates with MTurk (Litman, Robinson, & Abberbock, 2017). TurkPrime was designed to make multiple research tasks easier, such as automating payments, excluding participants on pre-specified criteria, and providing ongoing data monitoring.

Participants were restricted to only full-time employees who were invited to a 20-minute survey on the role of personality and culture in workplace behavior. Worker qualifications included a HIT approval rating of >80%, approved completion of >100 HITs, and being located in the United States. Furthermore, the researchers set the demographic parameters so that the HIT was only visible to Mturk workers who were over the age of 22 and employed full-time (>36 hours) as an employee or business owner. Participant naivete was set to exclude the top 5% workers, which is indicated as those who have taken more than 56% of all HITS on MTurk. Setting the naivete to 5% reduces the likelihood of collecting data from test-wise workers who have participated in multiple studies that investigated similar constructs.

A total of 11.87% Participant data were not retained by the researchers due to careless response falling into one or more of the following categories. Careless response or attention checks was quantified as completing the survey too quickly, inaccurately, with low consistency, and with low response variability. Participants who failed one type of attention check, often times failed others, and were thus excluded from the data for more than one reason. To begin, participants ($n = 6$) were excluded due to completing the survey in under 10.65 minutes. The average response time was 26.29 ($SD = 10.36$). The 10.65-minute cut-off was justified in that individuals whose response time fell 1.5 standard deviations below the mean were extreme outliers. Additionally, five bogus items, such as, “I get paid biweekly by leprechauns,” were randomly inserted throughout the instrument. Participants ($n = 3$) were excluded due to inaccurately responding to two or more of the bogus items. Furthermore, the researchers selected a total of eight item pairs from four scales of the survey that were deemed to be strong psychometric synonyms (two greatest average correlations ($r > .50$) of item pair each respective scale). Participants ($n = 6$) were eliminated due to low average correlations ($r < .10$) across all eight item pairs. Lastly, participants ($n = 8$) were excluded due to long strings of 20 or more items invariantly answered (i.e. responding “Never” to >20 items in a row). Workers not flagged for careless response were rewarded \$2.00. Data was collected over the course of 4 days. Demographic (i.e., age, gender, ethnicity, education, and region) were collected at the start of the survey. Occupational data was also gathered, including employment status, salary, job title, and years of current job tenure. The remaining sections were counterbalanced with items randomized within-blocks to reduce the possibility of ordering effects and common method variance.

A total of one-hundred and twenty participants completed the survey. Upon excluding participants flagged for careless response (to be later discussed), data of 106 participants (55

Females, 51 Males) were retained (88.33% retention). Ages ranged from 21 to 64 years, with the average being 39.02 years ($SD = 9.59$). Ethnicity was 79.25% White, 10.38% Black, 7.55% Latino, 1.89% South Asian, and 0.94% East Asian. Among the 96% identifying the U.S. as their homeland, 20.75% most identified with the Northeast, 30.19% with the Southeast, 25.47% with the Midwest, 10.38% with the Southwest, and 9.43% with the West. The remaining portion identified with Latin America (1.89%), East Asian (.94%), and East Europe (.94%). Average years worked was 5.61($SD = 4.98$).

Measures

Counterproductive Work Behaviors. Work behaviors impeding organizational or individual productivity were assessed by the Counterproductive Work Behavior Checklist (CWB-C; Fox & Spector, 2002). The scale consisted of 32 items with responses placed on a 5-point Likert-type scale (1=*Never* to 5=*Everyday*). Prior studies have found that the items may load onto 5 factors: Abuse, Production deviance, Sabotage, Theft, Withdrawal (Spector et al., 2006). For the purpose of the present study, items were differentiated by intent to harm at the organizational level versus at the interpersonal level. Bennett and Robinson (2000) have determined through a factor analysis that items load onto the constructs of either interpersonal deviance or organizational deviance. Thus, items may be distinguished into two broader composites, CWB-Organization (CWB-O) or CWB-Individual (CWB-I). Examples of deviant behaviors that illustrate CWB-O's include chronic tardiness and damaging company property. Moreover, examples of deviant behaviors that exemplifies CWB-I's include spreading vicious rumors about colleagues and verbally threatening the supervisor.

Psychopathy. The dark personality trait, Psychopathy, is predominantly characterized by a cold, callous demeanor whereby an individual who is high in psychopathy tends to purposely

inflict physical and psychological harm on others. In the current study, psychopathy, was measured by the Self-Report Psychopathy scale (SRP-III; (Mahmut, Menictas, Stevenson, & Homewood, 2011). The instrument consisted of 40 items on a 7-point Likert-type scale (1= *Strongly Disagree* to 7 = *Strongly Agree*). A sample item from the SRP-III is, “I get a kick out of “conning” someone.” Confirmatory Factor analyses support loadings onto 4 theorized factors: Antisocial behavior, Impulsive Thrill-Seeking, Interpersonal Manipulation, Cold Affect (Mahmut et al., 2011; Paulhus, Hemphill, & Hare, 2009).

Machiavellianism. The dark personality trait, Machiavellianism, entails that an individual is highly duplicitous and exploitative of others in an effort to garner power or resources. In the present study, Machiavellianism was measured by the Machiavellian Personality Scale (MPS; Dahling, Whitaker, & Levy, 2009). The instrument contains 16 items, each on a 7-point Likert-type scale (1 = *Strongly Disagree* to 7 = *Strongly Agree*). A sample item from the MPS is, “I am willing to sabotage the efforts of other people if they threaten my own goals.” An exploratory factor analysis has shown the that items load onto 4 factors: amoral manipulation, distrust of others, desire for status, and desire for control. These dimensions effectively conceptualize the overarching behavioral tendencies of Machiavellians as they seek to deceive and control others for personal gain. Reliability was also deemed to be acceptable ($\alpha = .82$; Dahling et al., 2009).

Narcissism. The dark personality trait, Narcissism, is primarily marked by the tendency to engage in a high degree of self-aggrandizement, where one heavily promotes oneself to others. In this study, narcissism was assessed by the Narcissistic Admiration and Rivalry Questionnaire (NARQ; Back, Kufner, Dufner, Gerlach, & Rauthmann, 2013). The measure consists of 18 items on a 7-point Likert-type scale (1= *Strongly Disagree* to 7=*Strongly Agree*). A sample item from

the NARQ is, “I manage to be the center of attention with my outstanding contributions.”

Furthermore, the scale is composed of two dimensions: rivalry and admiration. These two facets effectively encapsulate the interpersonal attitudes of an individual high in narcissism including engagement in a great degree of self-enhancement and self-defense (Back et al., 2013)

Cultural Logics. The cultural norms that are inherent within the main three cultures of interest – Honor, Face, and Dignity – are measured by the Cultural Norms Scale (Yao, Ramirez-Marin, Brett, Aslani, & Semnani-Azad, 2017). The scale encompasses 18 items on a 7-point Likert-type scale (1 = *Strongly Disagree* to 7 = *Strongly Agree*). A sample item assessing face culture is, “People should be careful not to embarrass others.” A sample item measuring honor culture is, “You must punish people who insult you.” A sample item assessing dignity culture is, “People should be true to themselves regardless of what others think.” Yao et al. (2017) developed an instrument consisting of two measures which collectively assess all three Cultural Logics: Honor (Rodriguez-Mosquera, Manstead, & Fischer, 2002), Face and Dignity (Severance et al., 2015).

Data Analyses

Correlation, multiple regression, and hierarchical regression analyses were conducted within SPSS to test Hypotheses 1a to 1c and Hypotheses 2a to 2c. Once descriptive statistics (mean, standard deviations) were calculated, correlational analyses were computed to ascertain the strength, direction, and significance of the relationships among the CWBs, Dark Traits, and Culture Norms. Correlations and multiple regression analyses were computed at the sub-facet levels.

Dark Traits were separately analyzed into the Psychopathy, Narcissism, and Machiavellian scales and Culture Norms were broken into Face, Honor, and Dignity scales. For

all analyses, CWB was analyzed at the sub-facet levels, CWB (Overall), CWB-Interpersonal (CWB-I), and CWB-Organizational (CWB-O). In addition to the aggregate CWB (Overall), CWB-I and

CWB-O are analyzed as distinct sub-facets. A confirmatory factor analysis conducted by Bennett and Robinson (2000) ascertained that CWB items adequately load onto two distinct factors pertaining to deviant behaviors directed at the organization's expense (CWB-O) and deviant behaviors directed at the expense of other individuals' (CWB-I). Thus, the researchers of the present study sought to determine whether a person adhering more strongly to a cultural norm or in possession of a particular dark trait are more likely to engage in either organizational deviance or interpersonal deviance.

Expectations for results among the Dark Traits' prediction of and relationship with sub-facets of the CWBs will be discussed. Based on prior research, it was expected that individuals high in Machiavellianism have an increased risk of engaging in CWB-O. Machiavellians are more likely to engage in harm directed at the organizational-level as their callousness is demonstrated as exploiting their workplace's resources and policies in an effort to leverage power (O'Boyle et al., 2012). Previous research would also suggest that individuals scoring high in narcissism would have a greater tendency to engage in CWB-I. Narcissists are more likely to engage in interpersonal harm as their callousness manifests as entitled and self-approbatory behavior that may be perceived as workplace incivility and aggression toward their colleagues (O'Boyle et al., 2012). Moreover, the researchers would expect that individuals scoring high in psychopathy are likely to engage in both CWB-O and CWB-I. Due to lack of empathy and concern for complying with obligations, psychopaths are at a greater risk of bullying their

colleagues and engaging in sabotaging productivity or theft of company resources (O'Boyle et al., 2012).

Furthermore, expected results among the Cultural Norms' prediction of and relationship with sub-facets of the CWBs will be explicated. Previous research would suggest that individuals who adhere to honor culture have an increased risk of engaging in CWB-I. It is believed that Honor Culture adherents would retaliate against supervisors or colleagues who provide negative feedback as this is perceived as a slight to shame them. Among those coming from honor cultures, it is necessary to "get even" with those who slight them to protect their honor (Leung & Cohen, 2011). However, it is expected that adherents of dignity and face cultures would not be significantly high. Individuals hailing from dignity culture are more likely to comply with social obligations and reciprocity, even when not supervised by others. Individuals from the face culture seek to protect their reputation and, therefore, make a concerted effort to appease their supervisors and colleagues (Leung & Cohen, 2011).

Subsequently, a multiple linear regression was conducted to determine whether any dimensions of the Dark Traits or Culture Norms are significant predictors of the CWBs. The focus of the regression was to determine whether each of the Dark Trait scales (Machiavellianism, narcissism, and psychopathy) and each of the Cultural Norms scales (Face, Honor, and Dignity) had unique effects on CWB (overall), CWB-I, and CWB-O. The multiple regression was conducted in this manner to control for overlap that may occur within the Dark Trait predictors and the Cultural Logic predictors of the CWBs. In this case, the Dark Traits and the Cultural Logics were simultaneously entered as independent variables and the CWBs were entered separately as the dependent variables. Thus, three separate multiple regressions were computed with CWB (overall), CWB-I, and CWB-O as the unique outcomes. In addition, this

methodology of regression analysis enables the researchers to discern the partial effects occurring among the Dark Traits and the Cultural Logics due to the idiosyncratic properties of each trait and logic that separate each other. For example, Machiavellianism and Narcissism may each uniquely influence the CWBs, occurring to the extent that one trait may only be a significant predictor of CWB-I and the other a significant predictor of CWB-O. In such cases, the trait may not be found a significant predictor of overall CWB, but there may be a partial effect.

In addition, two dual-stage hierarchical multiple regressions were conducted with each of the CWB dimensions (including overall CWB) as the dependent variable. The hierarchical regressions were necessary in order to determine if either variables sets, Dark Traits or Cultural Norms, have greater incremental validity over the other set. For the first hierarchical regression, Machiavellianism, Narcissism, and Psychopathy (DTs) were simultaneously entered at stage one, which was followed by Honor, Face, and Dignity (CNs) entered simultaneously entered at stage two. Following stage one, R^2 of the model consisting of the DTs was recorded, and following stage two, ΔR^2 of the updated model was recorded with the addition of the CNs. The researchers were interested in determining the amount of unique variance accounted by the model at stage one, consisting solely of DTs, and if adding the CNs accounts for any additional unique variance in predicting the CWBs. This chronological order of the DTs at stage one and the CNs at stage two was conducted thrice for CWB (overall), CWB-I, CWB as the dependent variables. For the second hierarchical regression, the Cultural Norm variables were entered at stage one, followed by the Cultural Norms at stage two. This process was also conducted three times for each respective CWB dimension. A total of six hierarchical regressions were conducted, with R^2 and ΔR^2 reported for each model. Thus, the researchers were interested in determining whether

Cultural Norms accounts for unique significant variance in predicting CWBs above and beyond Dark Traits and vice versa. That is to say, the researchers calculated the incremental validity of the Cultural Norms above the Dark Traits (and vice versa).

Furthermore, an exploratory Analysis of Variance was conducted to determine whether there were significant differences of mean scores of cultural norms among the U.S. regions.

Subsequently, a post-hoc analysis was computed to determine between which regions did there exist significantly differing means.

Chapter 4

Results

Table 1 presents the descriptive statistics and correlations among sub-facets of Dark Traits, cultural logics, and CWBs. Internal consistencies ranged between .72 and .89, demonstrating high reliability. CWB significantly correlates with psychopathy ($r = .44, p < .05$), Machiavellianism ($r = .33, p < .05$), and narcissism ($r = .29, p < .05$), but not the cultural values of Dignity ($r = -.07, p > .05$), Face ($r = -.06, p > .05$), or Honor ($r = .03, p > .05$). CWB was further subdivided into the intent to hurt individuals (CWB-I) versus the intent to hurt the organization (CWB-O). CWB-I is significantly correlated with psychopathy ($r = .36, p < .05$), Machiavellianism ($r = .21, p < .05$), and narcissism ($r = .32, p < .05$), but not with Dignity ($r = -.02, p > .05$), Face ($r = -.06, p > .05$), or Honor ($r = .01, p > .05$). Moreover, CWB-O is significantly correlated with psychopathy ($r = .33, p < .05$), Machiavellianism ($r = .33, p < .05$), but not significantly with narcissism ($r = .14, p > .05$), Dignity ($r = -.07, p > .05$), Face ($r = -.04, p > .05$), or Honor ($r = .03, p > .05$).

Thus, Hypothesis 1a, that narcissism is positively associated with CWBs, is supported by the significant correlations with CWB. Hypothesis 1b, Machiavellianism is positively associated with CWBs, is supported also supported. Hypothesis 1c, psychopathy is positively associated with engagement in CWBs, is also fully supported. Hypothesis 2a to 2c, which postulated that there would be a positive association among each of the three cultural logics (Honor, Face, Dignity) and engagement in CWBs, are not supported by the data, as there are insignificant correlations between CWB (including CWB-I and CWB-O) and each of the cultural logics.

Table 1

Descriptive Statistics for and Correlations Among Key Variables

	<i>M</i> (<i>SD</i>)	1.	2.	3.	4.	5.	6.	7.	8.	9.
1. CWB	1.30 (.21)	(.78)								
2. CWB-I	1.24 (.24)	.80**	(.77)							
3. CWB-O	1.37 (.28)	.80**	.28**	(.72)						
4. SRP	2.59 (.66)	.44**	.36**	.33**	(.89)					
5. MPS	3.14 (.83)	.33**	.21*	.33**	.55**	(.82)				
6. NARQ	3.17 (.73)	.29**	.32**	.14	.50**	.68**	(.79)			
7. Dignity	5.24 (.93)	-.07	-.02	-.07	-.02	.01	.05	(.75)		
8. Face	4.71 (1.10)	-.06	.06	-.04	.07	.12	.19	.04	(.81)	
9. Honor	4.05 (1.13)	.03	.01	.03	.09	.26**	.23*	.06	.07	(.76)

Notes. Reliability estimates (Cronbach's alpha) of scales are in parenthesis on the diagonal. N=106, *p<.05, **p<.01, two-tailed tests.

CWB = Counterproductive Work Behavior. SRP = Self-Report Psychopathy. MPS = Machiavellian Personality Scale. NARQ = Narcissism Admiration and Rivalry Questionnaire

Table 2 and Table 3 display the descriptive statistics and source table, respectively, of the Analysis of Variance (ANOVA). The researcher conducted a one-way between groups ANOVA to compare the mean effect of U.S. regional differences on scores on the Cultural Logic scales. Prior research suggests the American "Deep South" is governed by a strong honor culture (Cohen, Nisbett, Bowdle, & Schwarz, 1996). In light of this, the researchers were interested in confirming whether the scores of the honor logic scale within the Southeast region significantly

differed from other U.S. regions. It was found that there was a significant effect ($p < .05$) of regional differences on the Honor scores [$F(4, 97) = 2.65, p = 0.04$]. The data did not demonstrate significant regional difference between mean scores on Face or Dignity Scales. Additionally, a post hoc was conducted to determine between which regions there existed a significant difference in Honor scores. A post hoc Tukey HSD test ascertained that the mean Honor scores of the U.S. Northeast region ($M = 4.64, SD = 1.25$) significantly ($p = .03$) varied from the Honor scores of the U.S. Southeast regions ($M = 3.74, SD = 0.93$). No other significant differences of mean Honor scores among other regions were found.

Table 2

Descriptive Statistics of One-Way Analysis of Variance of Cultural Logic by U.S. Region

U.S. Region	Cultural Logic						
	Honor			Face		Dignity	
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Northeast	22	4.64	1.25	4.62	1.36	5.48	0.8
Southeast	32	3.74	0.93	4.69	1.12	5.4	0.82
Midwest	27	3.91	1.11	4.96	0.79	5.31	0.96
Southwest	11	3.77	1	4.62	1.26	5.11	0.83
West	10	4.2	0.97	4.52	0.67	4.83	0.67

Table 3

One-Way Analysis of Variance for Cultural Logic and U.S. Region

Source	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Dignity					
Between Groups	4	3.67	0.92	1.29	0.28
Within Groups	97	69.10	0.71		
Total	101	72.76			
Face					
Between Groups	4	2.27	0.57	0.48	0.75
Within Groups	97	113.86	1.17		
Total	101	116.13			
Honor					
Between Groups	4	12.08	3.02	2.65	0.04
Within Groups	97	110.50	1.14		
Total	101	122.58			

Table 4 presents the results of multiple regression. Subsequent to simultaneously entering the DTs to the regression equation, the researchers analyzed the beta weights of each DT predictor and their respective significance in relation to the CWB criterion. This process was repeated for CWB (Overall), CWB-O, and CWB-I. Psychopathy ($\beta=.37, p <.01$) was the only DT predictive of Overall CWB, while Machiavellianism ($\beta=.12, p >.05$) and narcissism ($\beta=.02, p >.05$) were not found to be significant predictors of Overall CWB. In regards to CWB-I, psychopathy ($\beta=.31, p <.01$) and narcissism ($\beta=.26, p <.05$) were significantly predictive, although Machiavellianism ($\beta=-.14, p >.05$) was not found to be a significant predictor of this facet. In regards to CWB-O, psychopathy ($\beta=.26, p <.05$), and Machiavellianism ($\beta=.35, p <.05$) were found to be significant predictors, while narcissism ($\beta=-.23, p >.05$) was not significant. Thus, as Psychopathy was found to be significantly predictive of CWB-I and CWB-O, and therefore also predictive of Overall CWB. Machiavellianism was found to only be significantly predictive

of CWB-O, however not CWB-I. Furthermore, as narcissism was determined to be a significant predictor of CWB-I, although not CWB-O, Hypothesis 1a is partially supported by the data. Similar to their bivariate effects, all cultural values still remained insignificant even when accounting for possible overlap.

Table 4

Multiple Regression Results for Counter-productive Work Behaviors Self-Ratings with Dark Traits and Cultural Values

Predictors	CWB (Overall)	CWB-I	CWB-O
	β (SE)	β (SE)	β (SE)
Dark Traits			
Psychopathy	.37 (.03)**	.31 (.04)**	.26 (.05)*
Machiavellianism	.12 (.03)	-.14 (.04)	.35 (.04)**
Narcissism	.02 (.04)	.26 (.04)*	-.23 (.05)
R square	.21	.17	.17
Adjusted R	.18	.14	.15
Cultural Values			
Dignity	-.07 (.02)	-.02 (.03)	-.07 (.03)
Face	-.06 (.02)	-.06 (.02)	-.03 (.03)
Honor	.03 (.02)	.01 (.02)	.03 (.02)
R square	.01	.01	.01
Adjusted R	-.02	-.03	-.02

Notes. N=106, *p<.05, **p<.01, two-tailed, β = Standardized Beta Coefficient

Table 5 displays the results of hierarchical regression analyses to test for incremental validity. The first sequence entailed observing the variance in CWBs explained by the collective DTs, followed by observing the additional variance in CWBs explained by the collective cultural norms (above and beyond DTs). The second sequence included observing the variance in cultural norms, followed by observing the additional variance in CWBs explained by the collective DTs (above and beyond cultural norms). These two sequences were repeated for each CWB sub-facet. The Dark Triad contributed significant predictive power over Cultural values for overall CWB ($\Delta R^2 = .22, p < .01$), CWB-I ($\Delta R^2 = .18, p < .01$), and CWB-O ($\Delta R^2 = .17, p < .01$). Hence, the Dark Triad remain predictive of deviance even after accounting for differences in cultural values dictating interpersonal exchange. We reversed the order to confirm that the Cultural Norms, collectively, do not add incremental validity over and above the Dark Triad in predicting overall CWB ($\Delta R^2 = .02, p > .05$), CWB-I ($\Delta R^2 = .02, p > .05$), or CWB-O ($\Delta R^2 = .01, p > .05$).

Table 5

Hierarchical Regression Analyses for the Incremental Validity of Predictors, Dark Traits and Cultural Values, for Counter-productive Work Behaviors Self-Ratings

Predictors	CWB (Overall)		CWB-I		CWB-O	
	R ²	ΔR ²	R ²	ΔR ²	R ²	ΔR ²
Step 1. Dark Traits	.46		.17		.17	
Step 2. Cultural Values	.48	.02	.18	.02	.18	.01
Step 1. Cultural Values	.01		.01		.01	
Step 2. Dark Traits	.23	.22**	.18	.18**	.18	.17**

Notes. N=106, **p<.01, two-tailed.

CHAPTER 5

Discussion

Reiteration of Hypotheses and Results

The purpose of this study was to determine whether personality traits and cultural upbringing playing a role in shaping CWBs. The researchers were interested in determining whether Cultural Norms account for CWBs beyond the Dark Traits. Additionally, the researchers sought to determine the role Dark Traits and Cultural Norms had for each sub-facet of CWB. It was hypothesized and found the dark traits – Machiavellianism, psychopathy, and narcissism – are each associated with a variety of CWBs. It was further hypothesized, although not supported, that three cultural norms – Face, Honor, and Dignity – would have opposing effects on either encouraging or inhibiting the likelihood of CWBs. Multiple and hierarchical regressions further support this conclusion, with the Dark Triad significantly predictive of CWB above cultural logics, whereas cultural logics did not add incremental validity above and beyond the DT. Post-hoc analyses revealed additional nuances with Narcissism being uniquely predictive of CWB-I, Machiavellianism of CWB-O, and psychopathy of both CWB-I and CWB-O.

Implications

Discerning the sub-facets of CWB enabled the researchers to ascertain the manner in which the possession of dark personality traits relate to the manifestation of deviance in the workplace. While the Dark Triad share a callous and deceptive core, there are several key differences that allude to distinct motives for CWB. To begin, the present study affirmed that Machiavellianism is only significantly related to and predictive of CWB-O. According to Dahling et al. (2009), individuals high in Machiavellianism tend to be attuned to workplace politics, amplifying their cynical attitudes toward the organization. These unfavorable attitudes

goad them to engage in and self-justify deviant behaviors, such as theft and sabotage.

Machiavellians may even go as far as gaining trust from colleagues and supervisors to further leverage their opportunities to steal (Dahling et al., 2009). With respect to SET, Machiavellians would disregard fair mutual reciprocation, especially as they engage in strategies to usurp power and exploit others. Machiavellians are also more likely to retaliate by abusing and double-crossing their colleagues in the event that their pursuit of power fails (Mitchell et al., 2012). Thus, these implications serve to effectively explain the positive relationship between Machiavellianism and CWB-O.

The current study also determined that narcissism is only significantly related to and predictive of CWB-I. According to Back et al. (2013), narcissists tend to engage in self-aggrandizement, among other strategies that reinforce their perceived superiority over others. For example, they would inflate their skills to their supervisors and belittle those who outperform them. Their strong desire to be admired may be a source of annoyance to the colleagues of narcissists, destroying interpersonal relationships for the long-term (Back et al., 2013). With respect to SET, narcissists would disregard fair mutual reciprocation, as they feel entitled to greater rewards and lower costs than others. Narcissists are also more likely to retaliate by bullying their colleagues should they believe they are not receiving their entitlements (Mitchell et al., 2012). Thus, these implications serve to effectively explain the positive relationship between narcissism and CWB-I.

Furthermore, the study confirmed that psychopathy is related to and predictive of both CWB-O and CWB-I. According to Patrick et al. (2010), psychopaths tend to have complete disinhibition and disregard for social norms and rules. They impulsively and indiscriminately cause harm to people and property which is a byproduct of their hollow nature (Patrick et al.,

2010). With respect to SET, psychopaths would disregard fair mutual reciprocation, as they do not concern themselves with the well-being of and outcomes for their colleagues. Psychopaths are also more likely to retaliate with aggressive acts aimed at either others or their organization should they perceive their costs outweigh their rewards (Mitchell et al., 2012). Thus, these implications serve to effectively explicate the positive relationship between psychopathy and both, CWB-O and CWB-I. In summary, the variations in how each DT is related to the CWB sub-facets offers insight into the differing manifestations and motivations among the three dark traits.

As the possession of DTs played a role in the engagement of CWBs, employers should test for and avoid hiring candidates scoring high in any of the DTs. Furthermore, although the findings of the study were unable to support whether cultural upbringing played a role in the engagement of CWBs, employers should remain aware that employee value misfit with organizational culture may be related to CWBs.

Limitations

The present study has several limitations to take note of. To begin, this study had cross-section design, as the researchers did not control for differences (i.e. age, gender, and socio-economic) within the sample. As such, conclusions cannot be made about the causal relationships between the Dark Traits and CWBS as well as Cultural Norms and CWBs. An additional flaw within the study is that the researchers recruited participants who were located solely within the United States. While this enabled the researchers to analyze Dark Traits, Cultural Norms, and CWBs among employees within the United States, there was a dearth of participants from countries that embody Face or Honor cultures. Thus, the researchers were unable to effectively analyze the available participant data on the basis of cultural upbringing.

An additional limitation that must be acknowledged is that the CWBs were not measured directly. Rather, data consisted of the participants' self-ratings on the CWBs, which is influenced by participant's willingness and ability to accurately report workplace behaviors. Supervisory ratings of the participants' engagement in CWBs would be beneficial in future studies. Also, social desirability effects may have impacted the degree of honesty with which participants answered items pertaining to illegal or ethical activities. This may have occurred despite the researchers' assurance in the consent from that all participant responses will be aggregated for research purposes, in addition to participant identification remaining anonymous and divorced from the respective responses.

The current study is further limited as the researchers did not study moderators or mediators (e.g. authority, tenure, perceived organizational justice, or political skill) of the relationships among CWBs, Dark Traits, and Cultural Norms. However, data was collected for those potential moderator and mediator variables, which should serve to better explain the relationships between the main variables in the present study.

Although the researchers set the naivete parameters to excluding the top 5% most active MTurk workers, this may not have been sufficiently effective in reducing the number of participants who were naïve to similar studies measuring constructs such as, CWB, dark traits, and cultural logics. Thus, responses to this study may have been influenced by participation in prior research. Social desirability may have also influenced whether participants honestly responded to items within the Dark Trait scales. Certain items inquired about the frequency of illegal or unethical behaviors, which may have deterred participants from accurately self-reporting their true nature. Due to the length of the survey, test fatigue may have also played a role in multiple participants giving unvaried responses for multiple items in a row.

Additionally, the ANOVA, particularly the subsequent post hoc analysis, yielded findings that the researchers found to be of interest, although unexpected. It was believed that participants who identify with the cultural values of the American South, (i.e. the Southeast region), would demonstrate significantly different means on the Honor Scale in comparison to other U.S. regions. Indeed, the ANOVA demonstrated that there were significant differences ($p < .05$) among the U.S. regions within the Honor sub-scale of the Cultural Norms measure. Additionally, a post hoc analysis revealed that the primary significant difference ($p < .05$) lied between the mean scores of the Northeast ($M = 4.64$, $SD = 1.25$) and that of the Southeast regions ($M = 3.74$, $SD = 0.93$). A difference between the two regions was to be expected due to the American South having a strong Honor culture (Cohen, Nisbett, Bowdle, & Schwarz, 1996). However, the mean Honor scores being greater for the Northeast than the Southeast is an unexpected finding. This may be explained due to the greater numbers of immigrants hailing from honor cultures that relocated to the Northeastern region of the U.S. Thus, the researchers acknowledge that the findings yielded from the post-hoc of the ANOVA serve as a limitation within the present study.

Future Research

There are several directions that future research in CWBs, Dark Traits, and Cultural Norms may take. Our study was not fully representative of individuals reporting that they were raised in countries outside of the United States. This lack of representation from other countries may, in part, have contributed to the insignificant data among the correlations and prediction models of the Cultural Norms. A future study may collect data on cultural values by distributing the Cultural Norms Scale to participants that self-identify as adhering to cultures outside of the U.S. Ideally, participants recruited for futures would be from external countries that embody

Face Norms (e.g. Eastern Asian nations), Honor Norms (i.e. Middle Eastern nations), and Dignity Norms (Western Europe) (Leung & Cohen, 2011).

Future research can also study moderation and mediation effects of authority, tenure, organizational justice, and political skill of the relationships among the CWBs, Dark Traits, and Cultural Norms. These third variables should be taken into account when ascertaining the influence of either Dark Traits or Cultural Norms on exhibiting CWBs. For example, while Machiavellians seek to manipulate their organizational systems for their gain, the degree to which they exhibit CWBs may be mediated by whether they possess political skill (Dahling et al., 2009). Being equipped with political skills to most effectively navigate the organizational systems in place, Machiavellians may engage in more CWBs due to the higher capacity to be deceptive.

Conclusions

Although previous research has been carried out on the relationship between Dark Traits and CWBs, no prior study had sought to compare Dark Traits with Cultural Norms (in particular Face, Honor, and Dignity Norms) in relation to CWBs. While the researchers' hypotheses pertaining to Dark Traits were found to be fully (Hypothesis 1c: psychopathy) and partially (Hypotheses 1a: narcissism & 1b: Machiavellianism) and supported, the data could not confirm whether cultural norms are related to CWBs. This indicates that the possession of dark personality traits is more likely to elicit counter-productive behaviors in the workplace than one's cultural upbringing or those of the culture they identify with. However, it may be the case that the sample was fully representative of those who identify with Honor, Face, and Dignity Cultures to conclude that that a weak or no relationship exists between Cultural Norms and

CWBs. Additional studies should be conducted to further clarify the relationship between cultural values and workplace behaviors within the social exchange theory framework.

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Appendix A

Online Debriefing Consent Form for MTurk Workers



Online Prospective Agreement Form

Online Survey – Information Sheet

Personality and Cultural Values - Which Better Explains Workplace Behavior?

STUDY #: FY17-18-925

Dear Participant,

You are invited to participate in a study by Anastasia Angelbeck, a graduate student at Montclair State University. Participation is optional.

Study participation involves completing a survey on the role of personality and culture in discretionary work behavior. The question is whether differences in who we are or where we are from play a larger role in how we act towards other at work. The present study is particularly interested in (a) which aspect of an individual's identity predicts their workplace behavior and (b) whether an individual's cultural values underlie the attitudes and actions they display in the workplace.

The study includes over 10 scientifically validated scales measuring a variety of traits, social relationships, job characteristics, work attitudes, and health outcomes. The survey will take about 20 minutes to complete.

This study broken up into seven sections that are presented in random order:

- I. Demographics & Occupation Information
- II. Organizational Expectations & Workplace Fairness
- III. Workplace Behaviors
- IV. Personality (Part one)
- V. Personality (Part two)
- VI. Cultural Values
- VII. Work Life

You can skip questions that you do not want to answer or stop the survey at any time.

Your data quality will be closely monitored for carelessness. Please remain attentive and honest as you answer each question. **If you fail multiple careless or attention checks you will not receive compensation.** The survey is anonymous, and no one will be able to link your answers back to you.

- Compensation: To compensate you for the time you spend in this study, you will receive \$2.00.

- Likely Risks: You may feel/experience discomfort or fatigue while completing the survey. Feel free to take breaks and resume where you left off.
- Employment questions or sensitive questions: **We strongly advise that you do not use an employer issued electronic device, laptop, phone or WIFI to respond to this survey, as many employers monitor use of all devices.**
- Benefits: The researcher will benefit from the data collected from this survey from an increased understanding of how personality and cultural values influence workplace behaviors.
- Confidentiality: All answers will be treated confidentially and will only be reported in aggregated statistical form. Please note that data will be collected using the Internet. There are no guarantees on the security of data sent on the Internet. Confidentiality will be kept to the degree permitted by the technology used.

Questions? Please contact Anastasia Angelbeck at angelbecka1@mail.montclair.edu. If you have questions or concerns about your rights as a research participant, you can call the MSU Institutional Review Board at 973-655-7583 or email reviewboard@montclair.edu.

If you want to participate in this study, click the I Agree button to start the survey.

By clicking the link below, I indicate that I have read the above information regarding the present research study and agree to participate. I am satisfied with the description regarding the study's purposes, aspects of participation, and potential inconveniences. I understand that this study is anonymous, and I can discontinue the survey at any time. Furthermore, my agreement to participate testifies that I am at least 18 years old.

I Agree

I Decline

Appendix B

Demographics Questionnaire

Instructions:

Please answer the following questions inquire about demographic information such as your age, gender, and educational attainment.

1. Which gender do you identify as?
 - Male (1)
 - Female (2)

2. What is your age (in years)?

3. What is your highest level of educational attainment?
 - Less than high school (1)
 - High school graduate (2)
 - Some college (3)
 - 2-year degree (4)
 - 4-year degree (5)
 - Some graduate school (6)
 - Professional or Master's degree (7)
 - Doctorate (8)

4. What best describes your racial or ethnic heritage? (Select all that apply.)
 - White or Euro-American (1)
 - Black, Afro-Caribbean, or African American (2)
 - Hispanic or Latino (3)
 - East Asian or Asian American (4)
 - Middle Eastern or Arab American (5)
 - American Indian or Alaska Native (6)
 - South Asian or Indian American (7)
 - Native Hawaiian or Pacific Islander (8)
 - Other (9) _____

5. Which region were you raised in or would identify as your homeland?
 - United States (2)
 - Anglo-Western (e.g., Canada, United Kingdom, Australia, New Zealand) (1)
 - Latin American (e.g., Mexico, Central America, South America) (3)
 - Germanic Europe (e.g. Austria, Germany, Switzerland) (4)
 - Southwestern Europe (e.g., Spain, Portugal, Italy) (5)
 - Nordic Europe (e.g., Denmark, Finland, Sweden) (6)

- Eastern Europe (e.g., Greece, Poland, Russia) (7)
- Middle East (e.g. Israel, Egypt, Saudi Arabia) (8)
- Eastern Asia (e.g. China, Japan, South Korea) (9)
- Sub-Saharan Africa (e.g. Nigeria, Zambia, Zimbabwe) (13)
- Southern Asia (e.g. India, Nepal, Thailand) (14)

Display Question 6:

If Which region were you raised in or would identify as your homeland? = United States

6. Which region of the United States best identifies where you are from?
- Northeast (1)
 - Southeast (2)
 - Southwest (3)
 - Midwest (4)
 - West (5)
 - Not Applicable (6)

Appendix B

Job Description Questionnaire

Instructions:

Please answer the following questions with sole consideration to your primary job (the position for which you work the most hours).

1. What is your current employment status?

- Employed Full-Time (40 or more hours per week) (1)
- Employed Part-Time (Up to 39 hours per week) (2)
- Self-Employed or Contractor (3)
- Unemployed (4)
- Student (6)
- Retired (7)
- Other (8) _____

Display This Question:

If What is your current employment status? = Employed Full-Time (40 or more hours per week)

Or What is your current employment status? = Employed Part-Time (Up to 39 hours per week)

Or What is your current employment status? = Self-Employed or Contractor

Or What is your current employment status? = Other

2. What is your job title?

Display This Question:

If What is your current employment status? = Employed Full-Time (40 or more hours per week)

Or What is your current employment status? = Employed Part-Time (Up to 39 hours per week)

Or What is your current employment status? = Self-Employed or Contractor

Or What is your current employment status? = Other

3. How many years have worked in your current job (use decimals if less than a year)?

Display This Question:

If What is your current employment status? = Employed Full-Time (40 or more hours per week)

Or What is your current employment status? = Employed Part-Time (Up to 39 hours per week)

Or What is your current employment status? = Self-Employed or Contractor

Or What is your current employment status? = Other

4. What is your annual salary?

- Less than \$25,000 (1)
- \$25,000 to \$49,000 (2)
- \$50,000 to \$74,000 (3)
- \$75,000 to \$99,000 (4)
- \$100,000 to \$149,000 (5)
- \$150,000 to \$199,000 (6)
- \$200,000 to \$249,000 (7)
- Greater than \$250,000 (8)

Appendix C

Work Behaviors Questionnaire

Items adapted from 32-item Counter-productive Work Behavior Checklist (CWB-C; Fox & Spector, 2002).

Instructions: Think about how you tend to behave towards others and your organization. How often have you done each of the following things on your present job?	Never	Once or Twice	Once or Twice per month	Once or twice per week	Every day
1. Purposely wasted your employer's materials/supplies	1	2	3	4	5
2. Purposely did your work incorrectly	1	2	3	4	5
3. Came to work late without permission	1	2	3	4	5
4. Stayed home from work and said you were sick when you weren't	1	2	3	4	5
5. Purposely damaged a piece of equipment or property	1	2	3	4	5
6. Purposely dirtied or littered your place of work	1	2	3	4	5
7. Stolen something belonging to your employer	1	2	3	4	5
8. Started or continued a damaging or harmful rumor at work	1	2	3	4	5
9. Been nasty or rude to a client or customer	1	2	3	4	5
10. Purposely worked slowly when things needed to get done	1	2	3	4	5
11. Taken a longer break than you were allowed to take	1	2	3	4	5
12. Purposely failed to follow instructions	1	2	3	4	5
13. Left work earlier than you were allowed to	1	2	3	4	5
14. Insulted someone about their job performance	1	2	3	4	5
15. Made fun of someone's personal life	1	2	3	4	5
16. Took supplies or tools home without permission	1	2	3	4	5
17. Put in to be paid for more hours than you worked	1	2	3	4	5
18. Took money from your employer without permission	1	2	3	4	5
19. Ignored someone at work	1	2	3	4	5
20. Blamed someone at work for error you made	1	2	3	4	5
21. Started an argument with someone at work	1	2	3	4	5
22. Stole something belonging to someone at work	1	2	3	4	5
23. Verbally abused someone at work	1	2	3	4	5
24. Made an obscene gesture (the finger) to someone at work	1	2	3	4	5
25. Threatened someone at work with violence	1	2	3	4	5
26. Threatened someone at work, but not physically	1	2	3	4	5
27. Said something obscene to someone at work to make them feel bad	1	2	3	4	5

28. Did something to make someone at work look bad	1	2	3	4	5
29. Played a mean prank to embarrass someone at work	1	2	3	4	5
30. Looked at someone at work's private mail/property without permission	1	2	3	4	5
31. Hit or pushed someone at work	1	2	3	4	5
32. Insulted or made fun of someone at work	1	2	3	4	5

Appendix D

Narcissism Scale labeled to participants as part of Personality Questionnaire (Part 2)

Instructions:

These are personality tendencies associated with being fearless, dominant, and marching to the beat of one's own drum. Please indicate how much the following statements apply to you using a response format ranging from “1 = Strongly Disagree” to “7 = Strongly Agree”.

Items adapted from 18-item Narcissistic Admiration and Rivalry Questionnaire (NARQ; Back, Kufner, Dufner, Gerlach, & Rauthmann, 2013).

Instructions: Think about how you tend to behave towards others and your organization. How often have you done each of the following things on your present job?	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree/ Disagree	Somewhat Agree	Agree	Strongly Agree
1. I am great.	1	2	3	4	5	6	7
2. I will someday be famous.	1	2	3	4	5	6	7
3. I show others how special I am.	1	2	3	4	5	6	7
4. I react annoyed if another person steals the show from me.	1	2	3	4	5	6	7
5. I enjoy my successes very much.	1	2	3	4	5	6	7
6. I secretly take pleasure in the failure of my rivals.	1	2	3	4	5	6	7
7. Most of the time I am able to direct people’s attention to myself in conversations.	1	2	3	4	5	6	7
8. I deserve to be seen as a great personality.	1	2	3	4	5	6	7
9. I want my rivals to fail.	1	2	3	4	5	6	7
10. I enjoy it when another person is inferior to me.	1	2	3	4	5	6	7
11. I often get annoyed when I am criticized.	1	2	3	4	5	6	7
12. I can barely stand it if another person is at the center of events.	1	2	3	4	5	6	7
13. Most people won’t achieve anything.	1	2	3	4	5	6	7
14. Other people are worth nothing.	1	2	3	4	5	6	7
15. Being a very special persona gives me a lot of strength.	1	2	3	4	5	6	7

16. I manage to be the center of attention with my outstanding contributions.	1	2	3	4	5	6	7
17. Most people are somehow losers.	1	2	3	4	5	6	7
18. Mostly, I am very adept at dealing with other people.	1	2	3	4	5	6	7

Appendix E

Machiavellian Scale labeled to participants as part of Personality Questionnaire (Part 2)

Instructions:

These are personality tendencies associated with being fearless, dominant, and marching to the beat of one's own drum. Please indicate how much the following statements apply to you using a response format ranging from “1 = Strongly Disagree” to “7 = Strongly Agree”.

Items adapted from 16-item Machiavellian Personality Scale (MPS; Dahling, Whitaker, & Levy, 2009).

Instructions: Think about how you tend to behave towards others and your organization. How often have you done each of the following things on your present job?	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree/ Disagree	Somewhat Agree	Agree	Strongly Agree
1. Accumulating wealth is an important goal for me.	1	2	3	4	5	6	7
2. I am willing to be unethical if I believe it will help me succeed.	1	2	3	4	5	6	7
3. I am willing to sabotage the efforts of other people if they threaten my own goals.	1	2	3	4	5	6	7
4. I believe that lying is necessary to maintain a competitive advantage over others.	1	2	3	4	5	6	7
5. I dislike committing to groups because I don't trust others.	1	2	3	4	5	6	7
6. I enjoy being able to control the situation.	1	2	3	4	5	6	7
7. I enjoy having control over other people.	1	2	3	4	5	6	7
8. I like to give the orders in interpersonal situations.	1	2	3	4	5	6	7
9. I want to be rich and powerful someday.	1	2	3	4	5	6	7
10. I would cheat if there was a low chance of getting caught.	1	2	3	4	5	6	7
11. If I show any weakness at work, other people will take advantage of it.	1	2	3	4	5	6	7
12. Other people are always planning ways to take advantage of the situation at my expense.	1	2	3	4	5	6	7

13. People are only motivated by personal gain.	1	2	3	4	5	6	7
14. Status is a good sign of success in life.	1	2	3	4	5	6	7
15. Team members backstab each other all the time to get ahead.	1	2	3	4	5	6	7
16. The only good reason to talk to others is to get information that I can use to my benefit.	1	2	3	4	5	6	7

Appendix F

Psychopathy Scale labeled to participants as part of Personality Questionnaire (Part 2)

Instructions:

These are personality tendencies associated with being fearless, dominant, and marching to the beat of one's own drum. Please indicate how much the following statements apply to you using a response format ranging from “1 = Strongly Disagree” to “7 = Strongly Agree”.

Items adapted from 40-item Self-Report Psychopathy scale (SRP-III; (Mahmut, Menictas, Stevenson, & Homewood, 2011).

Instructions:							
Think about how you tend to behave towards others and your organization. How often have you done each of the following things on your present job?	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree/ Disagree	Somewhat Agree	Agree	Strongly Agree
1. I have shoplifted.	1	2	3	4	5	6	7
2. I have had sex with someone against their will.	1	2	3	4	5	6	7
3. I have avoided paying for things.	1	2	3	4	5	6	7
4. I have cheated on school tests.	1	2	3	4	5	6	7
5. I have been arrested.	1	2	3	4	5	6	7
6. I have committed plagiarism.	1	2	3	4	5	6	7
7. I have been involved in delinquent gang activity.	1	2	3	4	5	6	7
8. I have stolen a motor vehicle.	1	2	3	4	5	6	7
9. I have broken into or vandalized a building.	1	2	3	4	5	6	7
10. I have tried to seriously harm someone.	1	2	3	4	5	6	7
11. I like to change jobs fairly often.	1	2	3	4	5	6	7
12. I have done something dangerous for the thrill of it.	1	2	3	4	5	6	7
13. I enjoy taking chances.	1	2	3	4	5	6	7
14. I would be good at a dangerous job.	1	2	3	4	5	6	7
15. I have often broken appointments.	1	2	3	4	5	6	7
16. I don't enjoy driving at high speed. (R)	1	2	3	4	5	6	7
17. I enjoy drinking and doing wild things.	1	2	3	4	5	6	7
18. Rules are meant to be broken.	1	2	3	4	5	6	7
19. I don't enjoy gambling for large stakes. (R)	1	2	3	4	5	6	7
20. I'm a rebellious person.	1	2	3	4	5	6	7
21. I think I could beat a lie detector.	1	2	3	4	5	6	7
22. I get a kick out of “conning” someone.	1	2	3	4	5	6	7

23. I don't think of myself as tricky or sly.	1	2	3	4	5	6	7
24. I almost never feel guilty.	1	2	3	4	5	6	7
25. It's fun to see how far you can push people.	1	2	3	4	5	6	7
26. People can usually tell if I'm lying. (R)	1	2	3	4	5	6	7
27. Conning people gives me the "shakes".	1	2	3	4	5	6	7
28. When I do something wrong, I feel guilty. (R)	1	2	3	4	5	6	7
29. I find it easy to manipulate people.	1	2	3	4	5	6	7
30. I am always impressed by a clever fraud.	1	2	3	4	5	6	7
31. I am careful about what I say to people.	1	2	3	4	5	6	7
32. I get in trouble for the same things.	1	2	3	4	5	6	7
33. I am very good at most of the things that I try to do.	1	2	3	4	5	6	7
34. Not hurting others' feelings is important. (R)	1	2	3	4	5	6	7
35. I am a kind person. (R)	1	2	3	4	5	6	7
36. I am a soft-hearted person. (R)	1	2	3	4	5	6	7
37. I am the most important person in the world.	1	2	3	4	5	6	7
38. I like to hurt those close to me.	1	2	3	4	5	6	7
39. I try not to be rude to others. (R)	1	2	3	4	5	6	7
40. I am not afraid to step on others.	1	2	3	4	5	6	7

Appendix G

Cultural Values Questionnaire

Instructions:

This section will include questions regarding the values, attitudes, and norms that are prevalent in the region of the world you grew up in or consider your homeland. Please indicate how much the following statements apply to your culture using a response format ranging from “1 = Strongly Disagree” to “7 = Strongly Agree”.

Items adapted from 18-item Cultural Norms Scale (Yao, Ramirez-Marin, Brett, Aslani, & Semnani-Azad, 2017).

Instructions: Please indicate how much the following statements apply to your culture using a response format ranging from “1 = Strongly Disagree” to “7 = Strongly Agree”. In your culture...	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree/ Disagree	Somewhat Agree	Agree	Strongly Agree
1. People should speak their mind.	1	2	3	4	5	6	7
2. People should make decisions based on their own opinions and not based on what others think.	1	2	3	4	5	6	7
3. People should be true to themselves regardless of what others think.	1	2	3	4	5	6	7
4. People should stand up for what they believe in even others disagree.	1	2	3	4	5	6	7
5. How much a person respects himself is far more important than how much others respect him.	1	2	3	4	5	6	7
6. People should not care what others around them think.	1	2	3	4	5	6	7
7. People should be very humble to maintain good relationships.	1	2	3	4	5	6	7
8. People should control their behavior in front of others.	1	2	3	4	5	6	7
9. People should be extremely careful not to embarrass others.	1	2	3	4	5	6	7

10. People minimize conflict in social relationships at all costs.	1	2	3	4	5	6	7
11. It is important to maintain harmony within one's group.	1	2	3	4	5	6	7
12. People should never criticize others in public.	1	2	3	4	5	6	7
13. People must always be ready to defend their honor.	1	2	3	4	5	6	7
14. It is important to promote oneself to others.	1	2	3	4	5	6	7
15. People always need to show off their power in front of their competitors.	1	2	3	4	5	6	7
16. People are concerned about defending their families' reputation.	1	2	3	4	5	6	7
17. You must punish people who insult you.	1	2	3	4	5	6	7
18. If a person gets insulted and they don't respond, he or she will look weak.	1	2	3	4	5	6	7