

The role of organizational citizenship behaviour in the relationship between the dark triad and the intention to leave

Karanlık üçlünün işten ayrılma niyeti ile ilişkisinde örgütsel vatandaşlık davranışının rolü

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Abstract

The study aimed to examine the mediating role of organizational citizenship behaviour (OCB) in the relationship between the dark triad (DTC) and intention to leave (TOI). A sample of 412 employees, with a minimum of five years of experience, were selected from various sectors in Turkey. Participants completed self-report measures and data analyzed with SPSS 26.00 and Smart PLS 4. The results revealed significant positive effects of DTC on TOI. On the other hand, OCB demonstrated a negative effect on TOI. Furthermore, DTC hurt OCB. The mediation analysis demonstrated that OCB played a significant mediating role in reducing the effect of the DTC on TOI. The findings underscore the detrimental influence of DTC on TOI among employees across diverse sectors in Turkey, emphasizing the importance of fostering OCB as a means to mitigate the negative consequences of DTC on TOI.

Keywords: Intention to Leave, Dark Triad, Organizational Citizenship Behaviour

Jel Codes: M12, M14, M54

Öz

Bu çalışma, karanlık üçlü ile işten ayrılma niyeti (IAN) arasındaki ilişkide örgütsel vatandaşlık davranışının (ÖVD) aracılık rolünü incelemeyi amaçlamıştır. Türkiye'deki çeşitli sektörlerden en az beş yıllık deneyime sahip 412 çalışandan oluşan bir örneklem seçilmiştir. Katılımcılar öz bildirim ölçeklerini doldurmuş ve veriler SPSS 26.00 ve Smart PLS 4 ile analiz edilmiştir. Sonuçlar, karanlık üçlünün İAN üzerinde pozitif etkileri olduğunu ortaya koymuştur. Bununla birlikte, ÖVD'nin İAN üzerinde negatif etkisi olduğu görülmüştür. Ayrıca, karanlık üçlü ÖVD üzerinde negatif bir etkiye sahiptir. Aracılık analizi, ÖVD'nin karanlık üçlünün İAN üzerindeki etkisini azaltmada önemli bir aracılık rolü oynadığını göstermiştir. Bulgular, Türkiye'de farklı sektörlerdeki çalışanlar arasında karanlık üçlünün İAN üzerindeki zararlı etkisinin altını çizmekte ve karanlık üçlünün İAN üzerindeki olumsuz sonuçlarını hafifletmenin bir yolu olarak ÖVD'yi teşvik etmenin önemini vurgulamaktadır.

Anahtar Kelimeler: İşten Ayrılma Niyeti, Karanlık Üçlü, Örgütsel Vatandaşlık Davranışı

JEL Kodları: M12, M14, M54

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Introduction

In the present era of interconnectedness and dynamic business landscape, companies increasingly acknowledge human resources' significant contribution in fostering achievements and guaranteeing enduring viability. With the advent of technology, increased connectivity, and evolving customer expectations, the effective management and retention of skilled and talented employees have emerged as critical factors in maintaining a competitive edge and achieving organizational goals (Wu and Kao, 2022; Jibril and Yeşiltaş, 2022). Often referred to as the "lifeblood" of an organization, human capital encompasses the workforce's collective skills, knowledge, experience and abilities (Munthe, Aprillia and Setiawan, 2019). These human assets are invaluable in creating and delivering products and services, fostering innovation, building strong customer relationships, and enhancing organizational performance (Sheppeck and Militello, 2000). Organizations, therefore, invest significant resources to draw, choose, nurture, and retain the best talent, recognizing the profound impact of human capital on their success (Cardon and Stevens, 2004). However, despite the strategic importance of human capital management, organizations often face challenges in retaining their workforce (Samuel and Chipunza, 2009; Lin and Huang, 2021). One key aspect that has gained considerable attention in this context is turnover, which corresponds to an employee's behaviour to leave their current employment (Oh, Jeong, Shin and Schweyer, 2023; Peltokorpi, Allen and Shipp, 2023).

In order to reduce or prevent turnover, which can have devastating effects on businesses, it is essential to identify the factors that cause this behaviour identically. According to the Theory of Planned Behaviour, the most important antecedent of employee turnover behaviour is intention, and TOI is the only factor that can predict actual turnover (Wen, Zhang, Wang and Tang, 2018). Besides the difficulties in studying actual turnover, researchers have used TOI as a predictor of turnover because it is the last cognitive stage in the process of employees actively deciding to resign and leave their jobs (Iqbal, Ehsan, Rizwan and Noreen, 2014; Arshad and Puteh, 2015). Naturally, as the TOIs of employees who cognitively withdraw from work increase, actual turnover is expected to increase (Gebregziabher, Berhanie, Berihu, Belstie, and Teklay, 2020).

According to Rusbult, Farrell, Rogers, and Mainous III (1988), TOI refers to the destructive and proactive actions employees engage in when they experience dissatisfaction with their work conditions. In other words, TOI is the plans and thoughts of the employee until the moment of leaving the job (Fong and Mahfar, 2013). In organizations where turnover is common, costs increase in personnel selection processes, and the training of the recruited employee, the newly recruited employee experiences adaptation problems and organizational productivity decreases (Cheng and Brown, 1998; Townsend, 2007; Chiat and Panatik, 2019). Business plans are affected in organizations with high TOIs, and the organisation's competitiveness is weakened (Özer and Günlük, 2010; Lu, Guo, Qu, Lin and Lev, 2023). In addition, studies reveal that TOI impacts business financial performance (Mia, Ahmad and Halim, 2022; Li, Lourie, Nekrasov and Shevlin, 2022). Understanding the underlying factors influencing employees' intention to leave can provide valuable insights for organizations to implement targeted strategies to retain their valuable talent. By addressing these factors, businesses can proactively mitigate turnover risks and foster a more stable and engaged workforce. In this context, it is necessary to identify the antecedents of TOI and develop strategies to reduce employee turnover.

Individual, environmental, and organizational factors play a role in the emergence of TOI (Jha, 2009; Oliveira, Gomide Júnior, Poli and Oliveira-Silva, 2018; Puhakka, Nokelainen and Pylväs, 2021). In literature, personality traits are the leading factors to explain TOI (Jeswani and Dave, 2012; Gumussoy, 2016). Literature studies have commonly explored the association between typical personality traits and TOIs using the Big Five framework (Yang, Gong and Huo, 2011; Ariyabuddhiphongs and Marican, 2015; Saoula, Johari and Bhatti, 2016). However, few studies have provided insights into the connection between the negative facets of personality and TOI. (Zhuang, Wu, Wang and Huan, 2022; Baheer, Khan, Rafiq and Rashid, 2023). DTC is widely recognized as the most popular definition of the dark side of personality in literature.

Paulhus and Williams (2002) pioneered introducing the concept of DTC. Their study examined machiavellianism, narcissism and psychopathy as three distinct constructs representing the dark side of personality. These constructs share similar characteristics in terms of maladjustment and irresponsibility dimensions. These three traits are non-pathological personal characteristics, and although each has its characteristics, they are commonly grouped due to their shared tendency to manifest as socially unsettling and undesirable aspects of one's personality (Paulhus and Williams, 2002). In this context, it can be said that the elements that make up DTC have some common characteristics, such as being manipulative, lacking empathy, acting hypocritically, being maladaptive and self-centred (Jones and Paulhus, 2011). Although these traits generally express a pessimistic nature

(social maliciousness), it is stated that DTC is a collection of non-pathological personality traits that are considered a normal part of one's personality rather than a clinical disorder (Furnham, Richards and Paulhus, 2013). The three traits comprising DTC are frequently associated with a disregard for social norms, which can result in engaging in behaviours such as cheating, lying, manipulating, and stealing. Psychologists hypothesize that individuals residing in unstable environments are more inclined to possess the traits associated with DTC due to natural selection (Jonason and Krause, 2013).

Machiavellianism is interpersonal communication and behavioural strategies that prioritize personal interests, tend to deceive others and advocate manipulative behaviours in this direction (Jonason, Webster, Schmitt, Li, and Crysel, 2012). Narcissism includes being at the forefront, being appreciated, attracting attention, being liked, being popular, and having a certain authority and status (Curtis, Carre, Mueller, and Jones, 2022). Psychopathy is behavioural tendencies such as antisocial tendencies, manipulation, lack of empathy and irresponsibility in interpersonal communication and behaviour (Rauthmann and Kolar, 2013). While each of these constructs has unique features, there is a degree of overlap among them. Machiavellianism and narcissism both involve manipulative tendencies, although the underlying motivations and goals may differ. Machiavellian individuals manipulate others primarily to achieve personal interests and control, whereas narcissistic individuals manipulate others to gain attention and admiration. Psychopathy, with its emphasis on antisocial behaviour and lack of empathy, shares some commonalities with both Machiavellianism and narcissism but can be seen as a more extreme and potentially harmful manifestation of these traits (Paulhus and Williams, 2002; Jones and Paulhus, 2011; Jonason et al., 2012).

Depending on the characteristics of manipulation, lack of empathy, hypocrisy, incompatibility and egocentrism in DTC, individuals with these characteristics are expected to experience organizational problems. Previous research conducted by Özsoy and Ardiç (2017) and Güllü and Yıldız (2019) has highlighted the negative effects of these traits on job satisfaction. It has been found that individuals with Machiavellianism, narcissism, and psychopathy tend to experience lower levels of job satisfaction compared to their counterparts. As a general consequence of job dissatisfaction, TOI is expected to emerge. On the other hand, recent studies by Yilmazer, Karagöz, Uzunbacak, and Akçakanat (2021), Zarei, Eshghi, and Fooladvand (2021), and Baheer, Khan, Rafiq, and Rashid (2023) consistently demonstrate that individuals with DTC, exhibit a higher likelihood of TOI. These studies reveal a positive relationship between the DTC and the intention to leave one's current organization, indicating that individuals displaying these traits are more prone to considering job transitions due to lower job satisfaction levels. The findings underscore the importance of managing the negative effects of the Dark Triad traits in the workplace to promote employee satisfaction and retention and ultimately enhance organizational performance. Within the framework of these findings in the literature, the first hypothesis set of the study was developed as follows:

H₁: DTC increases TOI.

H_{1a}: Machiavellianism increases TOI.

H_{1b}: Narcissism increases TOI.

H_{1c}: Psychopathy increases TOI.

Many organizational factors can be effective in shaping TOI. Among these factors, OCB has been shown to reduce TOI in the literature (Coyne and Ong, 2007; Çelik and Çıra, 2013; Erdoğan and Sökmen, 2019; Hidayat and Tannady, 2023). The concept of OCB, which traces its roots to Barnard's (1938) research, gained prominence in academic literature primarily due to the influential studies conducted by Bateman and Organ (1983). OCB refers to the discretionary behaviours exhibited by employees, which surpass their prescribed job duties and are not directly incentivized but contribute to the overall effectiveness and prosperity of the organization (Bateman and Organ, 1983). Podsakoff, MacKenzie, Paine and Bachrach (2000) defined OCB as "encompasses behaviours that are not explicitly included in job descriptions, do not entail punishment for negligence, and are exhibited based on personal preference rather than being fully acknowledged or rewarded by the formal system". According to another definition, OCB refers to voluntary personal actions that influence an organisation's social and psychological environment and contribute to successfully attaining objectives (Lievens and Anseel, 2004). In these definitions, OCB is characterized as voluntary behaviours that are not influenced by the organization's punishment and reward systems but rather stem from employees' commitment and intrinsic motivation to contribute beyond their prescribed job duties, ultimately benefiting the organization's effectiveness and prosperity.

The existing literature suggests that employees' OCBs typically arise through two primary mechanisms. One form of organizational citizenship behaviour (OCB) is demonstrated through active engagement

and contribution towards the organisation's structure, practices, and aims. Individuals should be actively involved in organizational life for the organization. This type of behaviour requires employees to be active, hardworking and productive. The second type of OCB occurs by avoiding harmful behaviours, and its basic logic is not to harm the organization rather than contribute to it. The employee avoids all behaviours they think may harm the organization in their organizational and non-organizational life. Ultimately, both types of behaviours are desirable behaviours for the benefit of the organization (Podsakoff, Ahearne, and MacKenzie, 1997; Boiral and Paillé, 2012; Sujono, Tunas, and Sudiarditha, 2020).

OCB has strong links with individual and organizational performance because it directly affects the proficiency and competence of employees, thereby influencing the organisation's overall productivity. This situation enables managers to understand OCB variables better, in this context, to evaluate what kind of environment employees should work in, provide the appropriate environment, and fulfil the processes that motivate and satisfy employees (Dash and Pradhan, 2014; Kao, 2017). According to Podsakoff and MacKenzie (1997), OCB is related to organizational performance. The positive effect of OCB on organizational performance is not rewarded with a physical return but instead appreciated. In addition, according to the research results in the management literature, it is known that there is a relationship between OCB and organizational effectiveness (Walz and Niehoff, 1996). According to the literature, OCB is a parameter used in performance evaluation, salary increases and promotions (Podsakoff, Niehoff, and MacKenzie, 1993; Polatçı et al., 2014). In this context, OCB also affects employees' TOI, job satisfaction, motivation, productivity and profitability. Based on this information in the literature, the following hypothesis was developed:

H₂: OCB behaviour decreases TOI.

Considering the importance of OCB for the employee and the organization, it is necessary to determine the antecedents of this variable. According to the research in the literature, employee characteristics of the employee, job-related characteristics, organizational characteristics, and leadership behaviours form the basis of OCB (Podsakoff et al., 2000). Among these factors, employees' personality traits have been evaluated more frequently in the literature, mainly because it is one of the most difficult concepts to be shaped by organizations (Chiaburu, Oh, Berry, Li and Gardner, 2011). It is commonly believed that individuals' characteristics and dispositions directly influence their attitudes towards their coworkers and the organization they belong to (Mount, Ilies and Johnson, 2006). This suggests that personal traits significantly shape how individuals perceive and interact with their colleagues and their overall feelings towards the organization. It implies that a person's personality can greatly impact their behaviour, relationships, and overall engagement within the workplace. While employees with personality traits such as adaptability and extroversion have high OCB (Chiaburu et al., 2011; Udin and Yuniawan, 2020), employees with dark personality traits have low OCBs (Szabó, Simon, Czibor, Restás and Bereczkei, 2021). Studies have concluded that DTC factors create low OCB (Webster and Smith, 2019; AL-Abrow, Thajil, Abdullah and Abbas, 2020). Previous research in the literature consistently suggests that employee characteristics, job-related factors, organizational characteristics, and leadership behaviours significantly influence organizational citizenship behaviour (OCB). Personality traits have emerged as a key antecedent of OCB due to their inherent influence on individuals' attitudes and interactions with coworkers and the organization. While employees with traits such as adaptability and extroversion tend to exhibit higher levels of OCB, individuals possessing DTC are likelier to display lower levels of OCB. Based on this information in the literature, the third hypothesis set of the study was developed as follows:

H₃: DTC decreases OCB.

H_{3a}: Machiavellianism decreases OCB.

H_{3b}: Narcissism decreases OCB.

H_{3c}: Psychopathy decreases OCB.

The fact that both DTC and OCB are effective on TOI and while DTC is effective on OCB in the literature supports the mediating role theory determined by Baron and Kenny (1986). Drawing from Baron and Kenny's (1986) mediating role theory, which proposes that an intermediate variable (i.e., the mediator) can explain the relationship between an independent variable (i.e., the DTC) and a dependent variable (i.e., TOI), it is plausible to suggest that OCB may serve as a mediator in this relationship. OCB may function as a mechanism through which DTC traits influence TOI. By engaging in OCB, individuals may compensate for the negative effects of DTC and foster a more positive organizational involvement. In this context, although there is no literature research on the subject, it is thought that OCB may play a

mediating role in the relationship between DTC and TOI, and the fourth hypothesis set of the study was formed as follows:

H₄: OCB has a mediator role in the effect of DTC on TOI.

H_{4a}: OCB has a mediator role in the effect of machiavellianism on TOI.

H_{4b}: OCB has a mediator role in the effect of narcissism on TOI.

H_{4c}: OCB has a mediator role in the effect of psychopathy on TOI.

The research model to be tested within the framework of the developed hypotheses is presented in Figure 1:



Figure 1: Research Model

Methodology

Sample selection

The research population consists of individuals working in different sectors throughout Turkey who have at least five years of experience in the business they work for. Considering the impossibility of reaching the entire research population, sampling was used. Cochran's (1977) sampling calculation was used in sample selection. This calculation is used when the population number is unknown (Bartlett, Kotrlík and Higgins, 2001). A 5% significance level was considered in the sample calculation, and the minimum sample size was calculated as 267.

Within the ethics committee permission framework obtained with the Istanbul Arel University Rectorate Ethics Committee decision dated 18.05.2023 and numbered E-52857131-050.06.04-278021, the survey form was delivered online to the employees near the researcher. With the snowball sampling technique, the colleagues of the relevant people and other people who met the research criteria were reached. In the snowball sampling technique, new information-laden situations are obtained by asking the participants who else they can interview (Biernacki and Waldorf, 1981). A total of 450 participants were reached. Thirty-eight participants who gave incomplete or inappropriate responses were eliminated, and the research sample consisted of 412 participants.

Data collection tools

The questionnaire form used as a data collection tool consists of 4 sections. The first part of the form includes a demographic information form comprising six items, including gender, age, education level, sector of employment, number of years of experience in the current business and number of years of experience in the sector. The DTC Scale developed by Jones and Paulhus (2014) and adapted into Turkish by Özsoy, Rauthmann, Jonason, and Ardiç (2017) was used in the second part of the form. The 5-point Likert-type scale consists of 27 items and includes three factors: Machiavellianism (items 1-9), narcissism (items 10-18) and psychopathy (items 19-27) in the Turkish adaptation study conducted by Özsoy et al. Cronbach's alpha coefficients were calculated as 0,70 for the Machiavellianism factor, 0,79 for the narcissism factor and 0,79 for the psychopathy factor. In the third part of the form, the OCB Scale developed by Vey and Campbell (2004) and Williams and Shiaw (1999) and adapted into Turkish by Basım and Şeşen (2006) was used. The 5-point Likert-type scale consists of 19 items. Cronbach's alpha coefficient for the overall scale was calculated as 0.95 in the Turkish form. In the last part of the form, the TOI Scale was used by Cammann, Fichman, Jenkins and Klesh (1979) and adapted into Turkish by Doğan, Bozkurt and Karaeminoğulları (2019). The 5-point Likert-type scale consists of 3 items. In the adaptation study conducted by Doğan et al. (2019), the Cronbach Alpha coefficient of the scale was calculated as 0.80.

Data analysis

The research data were analyzed using Smart PLS 4 and SPSS 26.00. In the data analysis, first, the characteristics of the sample were presented, followed by reliability, confirmatory factor analysis (CFA) and validity analyses of the scales. Structural equation modelling (SEM) was used to test the hypotheses. The findings were evaluated at a 95% confidence interval and 5% significance level.

Findings

Demographic characteristics of the sample

SPSS 26.00 was used to calculate the sample characteristics. The findings are presented in Table 1:

Table 1: Demographic Characteristics

| | | f | % |
|-----------------------------------|---------------|----------------------|-----------|
| | | ($\bar{X} \pm ss$) | (Min-Max) |
| Gender | Female | 252 | 61.20 |
| | Male | 160 | 38.80 |
| Age (year) | | (30.46±8.96) | (23-62) |
| Education | High school | 92 | 22.30 |
| | Associate | 46 | 11.20 |
| | Undergraduate | 219 | 53.20 |
| | Postgraduate | 55 | 13.30 |
| Sector worked in | Public | 92 | 22.30 |
| | Private | 320 | 77.70 |
| Experience in the company (years) | | (6.96±4.51) | (5-30) |
| Experience in the sector (years) | | (8.48±6.10) | (5-35) |

6.20% of the sample consisted of females, and the average age was 30.46±8.96 (23-62). Most respondents, 53.20%, have a bachelor's degree and 77.70% work in the private sector. The average years of business experience was 6.96±4.51 (5-30), and the average years of sector experience was 8.48±6.10 (5-35).

Descriptive statistics and reliability analyses

Descriptive statistics and reliability analyses of the research variables were conducted with SPSS 26.00, and Cronbach's Alpha was used to calculate internal consistency. Cronbach's Alpha values greater than 0.70 indicate good reliability (Vaske, Beaman, and Sponarski, 2017). The reliability values of all research variables are above 0.70. In addition, Skewness and Kurtosis values are within ± 1.50 , indicating a normal distribution (Looney, 1995). The results are shown in Table 2.

Table 2: Descriptive Statistics and Reliability Values

| | $\bar{X} \pm ss$ | Skewness | Kurtosis | α |
|----------------------------------|------------------|----------|----------|----------|
| Machiavellianism (MCV) | 3.06±0.95 | -0.22 | -0.55 | 0.92 |
| Narcissism (NRC) | 3.08±0.88 | -0.25 | -0.42 | 0.94 |
| Psychopathy (PSY) | 2.53±1.16 | 0.33 | 1.04 | 0.96 |
| Organizational Citizenship (OCB) | 4.02±0.78 | -0.64 | -0.37 | 0.97 |
| Intention to Leave (TOI) | 2.68±0.08 | 0.26 | -0.56 | 0.86 |

Confirmatory factor analysis

CFA of the research scales was conducted using Smart PLS 4. Table 3 shows the loading scores of the scale items on the relevant factors. According to Hair, Black, Babin, Anderson, and Tatham (2006), the items that do not have a factor loading of 0.50 and above are considered to distort the structure and should be excluded from the analyses. In addition, the items to be removed from the scale should not be more than 30% of the total items (Hair, Ringle, and Sarstedt, 2011). Within the framework of this information, MCV1, NRC1, PSY2, OCB8, OCB14 and OCB19 items were removed from the relevant scales. The outputs regarding factor loadings are also presented in Figure 2.

Table 3: Confirmatory Factor Analysis

| | MCV | NRC | PSY | OCB | TOI |
|-------|------|------|------|------|------|
| MCV2 | 0.73 | | | | |
| MCV3 | 0.62 | | | | |
| MCV4 | 0.72 | | | | |
| MCV5 | 0.71 | | | | |
| MCV6 | 0.80 | | | | |
| MCV7 | 0.80 | | | | |
| MCV8 | 0.60 | | | | |
| MCV9 | 0.77 | | | | |
| NRC2 | | 0.75 | | | |
| NRC3 | | 0.69 | | | |
| NRC4 | | 0.89 | | | |
| NRC5 | | 0.79 | | | |
| NRC6 | | 0.85 | | | |
| NRC7 | | 0.69 | | | |
| NRC8 | | 0.83 | | | |
| NRC9 | | 0.74 | | | |
| PSY1 | | | 0.91 | | |
| PSY3 | | | 0.78 | | |
| PSY4 | | | 0.92 | | |
| PSY5 | | | 0.72 | | |
| PSY6 | | | 0.71 | | |
| PSY7 | | | 0.96 | | |
| PSY8 | | | 0.87 | | |
| PSY9 | | | 0.89 | | |
| OCB1 | | | | 0.64 | |
| OCB2 | | | | 0.63 | |
| OCB3 | | | | 0.83 | |
| OCB4 | | | | 0.85 | |
| OCB5 | | | | 0.84 | |
| OCB6 | | | | 0.83 | |
| OCB7 | | | | 0.65 | |
| OCB9 | | | | 0.78 | |
| OCB10 | | | | 0.72 | |
| OCB11 | | | | 0.80 | |
| OCB12 | | | | 0.74 | |
| OCB13 | | | | 0.84 | |
| OCB15 | | | | 0.75 | |
| OCB16 | | | | 0.70 | |
| OCB17 | | | | 0.82 | |
| OCB18 | | | | 0.76 | |
| TOI1 | | | | | 0.84 |
| TOI2 | | | | | 0.88 |
| TOI3 | | | | | 0.72 |

Discriminant validity

The results of the Fornell and Larcker (1981) criterion for assessing discriminant validity are displayed in Table 4. The diagonal values indicated in bold represent the square root of the average variance extracted (AVE). If these bold values are higher than those in the corresponding column, discriminant validity has been established, as stated by Fornell and Larcker (1981). Consequently, the measurement model successfully demonstrates discriminant validity.

Table 1: Discriminant Validity

| | MCV | NRC | PSY | OCB | TOI |
|-----|-------------|-------------|-------------|-------------|-------------|
| MCV | 0.86 | | | | |
| NRC | 0.76 | 0.72 | | | |
| PSY | 0.65 | 0.65 | 0.86 | | |
| OCB | 0.70 | 0.64 | 0.74 | 0.85 | |
| TOI | 0.62 | 0.67 | 0.71 | 0.74 | 0.82 |

Hypothesis testing

Smart PLS 4 was used to test the hypotheses, and the SEM is given in Figure 2. The values for the fit indices of the SEM are given in Table 5. The fit indices in Table 5 meet the goodness of fit criteria predicted by the literature.

Table 2: Model Fit Indices

| Index | Model Value | Value Required | Reference |
|-------|-------------|---|--------------------------|
| SRMR | 0.06 | <0.08 | Hu ve Bentler (1999) |
| NFI | 0.95 | >0.90 | Bentler ve Bonett (1980) |
| GoF | 0.41 | <0.10 (weak) 0.10<GoF<0.25 (medium) 0.25<GoF<0.36 (good) >0.36 (very good) | Wetzels vd. (2009) |

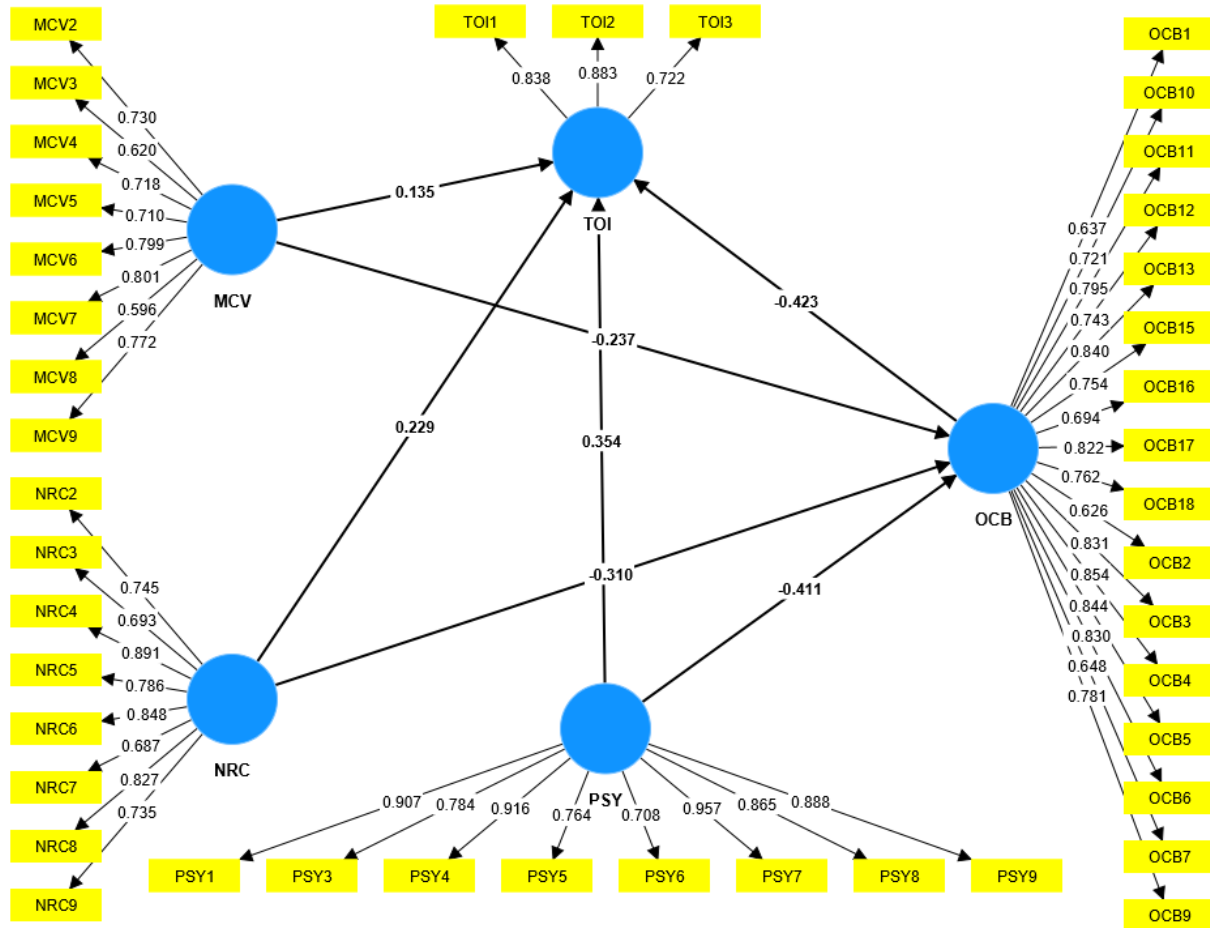


Figure 1: Structural Equation Modeling

Within the scope of the research, seven direct effects and three indirect effects were tested. The test results are presented in Table 6. According to the direct effect results in Table 6, machiavellianism, narcissism, and psychopathy increase TOI. However, machiavellianism, narcissism and psychopathy decrease OCB. On the other hand, OCB hurts TOI. According to these results, hypotheses H_{1a} , H_{1b} , H_{1c} , H_2 , H_{3a} , H_{3b} and H_{3c} are accepted.

Table 3: SEM Coefficients

| | β | t | p | Result |
|--------------------------------|---------|-------|-------|----------|
| Direct effects | | | | |
| MCV -> TOI (H_{1a}) | 0.14 | 2.43 | 0.016 | Accepted |
| NRC -> TOI (H_{1b}) | 0.23 | 6.48 | 0.000 | Accepted |
| PSY -> TOI (H_{1c}) | 0.35 | 4.40 | 0.000 | Accepted |
| OCB -> TOI (H_2) | -0.42 | 9.96 | 0.000 | Accepted |
| MCV -> OCB (H_{3a}) | -0.24 | 4.70 | 0.004 | Accepted |
| NRC -> OCB (H_{3b}) | -0.31 | 5.04 | 0.007 | Accepted |
| PSY -> OCB (H_{3c}) | -0.41 | 3.52 | 0.000 | Accepted |
| Indirect effects | | | | |
| MCV -> OCB -> TOI (H_{4a}) | -0.09 | 11.40 | 0.024 | Accepted |
| NRC -> OCB -> TOI (H_{4b}) | -0.11 | 8.63 | 0.007 | Accepted |
| PSY -> OCB -> TOI (H_{4c}) | -0.25 | 2.88 | 0.000 | Accepted |

According to the indirect effect results, OCB mediates the effect of machiavellianism, narcissism and psychopathy on TOI. According to these results, hypotheses H_{4a} , H_{4b} and H_{4c} are accepted.

Discussion

In organizational literature, there is an increasing interest in the negative aspects of organizational life. The adjectives deviant, abnormal, unsafe or toxic (Robinson and Bennet, 1995; Peterson, 2002; García-Contreras, Muñoz-Chávez, Muñoz-Chávez, Lezama-León and Barrios-Quiroz; 2022) are frequently used in the literature. The dark side of personality has also received its share of this growing interest (Spain, Harms, and Lebreton, 2014). DTC, first used by Paulhus and Williams (2002), combines the dark aspects of personality: machiavellianism, narcissism and psychopathy. These behaviours, which are generally characterized by ignoring social norms that lead to social violations such as lying, cheating, manipulating and stealing, have great organizational damages (Özsoy and Ardiç, 2017; Güllü and Yıldız, 2019). Within the framework of these organizational damages, it is known that DTC triggers employees' TOIs (Yılmaz et al., 2021; Fooladvand, 2021) and reduces organizational citizenship behaviour. Based on this point, this study aims to determine the mediating role of OCB in the effect of DTC on TOI.

According to the research findings, machiavellianism, narcissism, and psychopathy increase TOI. Within the framework of this finding, machiavellianism, which is characterized by manipulative tendencies, may lead to dissatisfaction and the desire to seek alternative jobs by creating a hostile work environment. Narcissistic individuals who act egocentric may decrease job satisfaction and increase TOIs by prioritizing their needs over organizational goals. Psychopathy, characterized by a lack of empathy, may contribute to toxic interpersonal relationships and a negative work environment, increasing TOIs. Baheer et al. (2023) concluded that machiavellianism, narcissism, and psychopathy increase TOIs in parallel with this finding, and psychopathy among these variables leads to the highest TOIs. In another study conducted by Ma, Born, Petrou, and Bakker (2021), a positive relationship was found between machiavellianism and psychopathy and TOI. In another study conducted by Yılmaz et al. (2021) in Turkey, it was concluded that narcissism and psychopathy increase TOI. In other studies in the literature, in parallel with the current research finding, it was concluded that DTC increases TOI (Zarei, Eshghi and Fooladvand, 2021; Szabó, Simon, Czibor, Restás and Bereczkei, 2021; Zhuang, Wu, Wang and Huan, 2022).

According to another study finding, all DTC characteristics reduce organizational citizenship behaviour. These findings suggest that their self-centred and manipulative tendencies and lack of empathy and concern for others undermine their inclination to engage in discretionary acts that benefit the organization and its members. These traits lead to a prioritization of personal interests over collective goals and hinder the willingness to engage in voluntary and prosocial behaviours that contribute to the overall functioning and success of the organization. Consistent with the present study's findings, Webster and Smith (2019) identified negative associations between Machiavellianism, narcissism, psychopathy, and OCB. In the study conducted by Ma et al. (2021), a negative relationship was determined between narcissism and psychopathy and OCB. In another study conducted by AL-Abrow et al. (2020), it was concluded that Machiavellianism and narcissism reduce OCB. Other research results in the literature also overlap with the current research findings (Yildiz and Öncer, 2012; Salman Chughtai and Ali Shah, 2020; Ünver, 2021).

One of the positive outcomes of OCB is that it reduces the TOIs of employees (Podsakoff and Mackenzie, 1997; Coyne and Ong, 2007; Shbail and Shbail, 2020). According to Organ (1988), OCB allows the organisation to attract and retain a qualified workforce by making the organizational environment attractive. Podsakoff et al. (2000) also stated that OCB makes the organization attractive for qualified employees and contributes to staying there. Within the framework of this information, the effect of OCB on TOI was evaluated, and it was concluded that OCB reduces TOI. OCB diminishes TOI through several mechanisms. OCB promotes positive social and psychological environments within the organization, enhancing job satisfaction and organizational commitment, thereby reducing the inclination to leave. Additionally, engaging in OCB cultivates strong social relationships, provides colleague support, and fosters a sense of belonging, decreasing the desire to seek employment elsewhere. Lastly, OCB's contribution to the overall effectiveness and success of the organization creates a climate of job security and ample opportunities for career development, further lowering TOI. This finding is supported by many studies in the literature (Khalid, Jusoff, Ali, Ismail, Kassim and Rahman, 2009; Tsai and Wu, 2010; Çelik and Çıra, 2013; Zeng, Ma, Wu, Wang, Huang and Li, 2023).

Considering the damages caused by DTC for the organization by increasing TOI, it is necessary to develop strategies to reduce this effect (Ma et al., 2021; Baheer et al., 2023). Considering that the dark side of personality cannot be changed, it is necessary to use other organizational or individual factors as a tool to reduce TOI (Zarei et al., 2021; Mahmood, Alonazi, Awais Baloch and Nawaz Lodhi, 2021). In this context, OCB was taken as a mediating variable in the effect of DTC on TOI. According to the

analysis results, OCB plays a mediating role and reduces the effect of DTC on TOI. This finding reveals that OCB can act as a buffer in triggering TOI by dark personality traits, characterized by negative behaviours within the organization emerging within the framework of egocentric and manipulative tendencies. As mentioned before, studies revealing the negative effect of DTC on OCB, the positive effect of DTC on TOI and the negative effect of OCB on TOI are available in the literature. However, no research is evaluating the current study's mediating role.

Conclusion

In this study, several key findings have emerged, illuminating the intricate relationship between DTC personality traits (Machiavellianism, narcissism, and psychopathy), organizational OCB, and TOI among experienced employees across various sectors in Turkey. These findings offer crucial insights and have noteworthy implications for scholars and practitioners.

First and foremost, the investigation revealed a positive direct effect of DTC on TOI. Specifically, individuals displaying higher levels of Machiavellianism, narcissism, and psychopathy were more inclined to express an intention to leave their organizations. This suggests that organizations should identify employees with high DTC characteristics, develop targeted interventions to combat this issue and reduce turnover.

The second significant finding underscores the pivotal role of OCB in reducing TOI. Employees who actively engage in OCBs exhibit a lower propensity to intend to leave their organizations. This finding underscores the importance of fostering a work environment that encourages and rewards prosocial behaviours and enhances employee retention. Organizations should consider implementing policies and practices that promote OCB, such as providing opportunities for skill development, fostering a supportive climate, and recognizing and appreciating employees' contributions beyond their formal job roles.

Additionally, the study revealed an inverse relationship between DTC and OCB. Individuals with higher levels of DTC traits tend to exhibit lower levels of OCB. This suggests that DTC hinders employees' inclination to engage in behaviours that benefit the organization and their colleagues. Organizations must be aware of this negative association and proactively address the challenges posed by employees with elevated DTC. Strategies such as leadership development programs, fostering a positive work climate, and cultivating a culture of fairness and collaboration may help counteract the adverse effects of DTC on OCB.

Most importantly, the research unveiled the mediating role of OCB in the relationship between DTC and TOI. OCB acts as a protective mechanism, diminishing the impact of DTC on employees' intentions to leave the organization. The finding highlights the importance of fostering OCB within the organization to counteract the negative effects of DTC on TOI. By encouraging and rewarding behaviours associated with OCB, organizations can potentially reduce the likelihood of toxic behaviours emerging from individuals with DTC. This finding holds practical significance for organizations striving to retain their employees, emphasizing the importance of promoting OCB to reduce turnover.

Several limitations should be acknowledged regarding this study, which present opportunities for future research. Firstly, the research was confined to a specific context (Turkey) and a sample of employees with at least five years of experience (412 participants). This restricts the generalizability of the findings to broader populations and different cultural settings. Future studies should aim to replicate the research in diverse contexts to establish the robustness and applicability of the relationships examined. Secondly, using self-report measures introduces potential biases and common method variance. Future research could incorporate multiple data sources and objective measures to address this limitation to provide a more comprehensive and accurate assessment of the constructs under investigation. Additionally, longitudinal designs would allow for examining temporal relationships and enhance causal inferences. Lastly, while the mediating role of OCB was explored, other potential mediating or moderating factors could be considered in future research to gain a more comprehensive understanding of the complex mechanisms underlying the relationships between DTC, OCB, and TOI.

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