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Impact of Psychopathy and Narcissism on Employees' Adverse Outcomes: A Perspective of Ethical Climate Theory and Threatened-Egotism Model

Muhammad Salman Chughtai[♦][1] , Huma Akram [2] , Tabassum Razzaq[3] ,
Adeela Rasheed[4] , Rabia Shah[5]

[1]Faculty of Management Sciences, International Islamic University, Islamabad (Pakistan)
✉ salman.phdmgt80@iiu.edu.pk
[2]School of Education, Northeast Normal University, Changchun (China)
✉ xium087@nenu.edu.cn
[3]Superior College of Law, Lahore (Pakistan)
✉ tabassum.razzaq.ca@gmail.com
[4]Department of Management Sciences, Riphah International University, Faisalabad Campus, Faisalabad (Pakistan)
✉ adeelarasheed325@gmail.com
[5]Institute of Management Sciences, IMSciences, Peshawar (Pakistan)
✉ rabia.shah60@yahoo.com

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Abstract:

This study examines the impact of psychopathic and narcissistic personalities on employees' adverse outcomes. Additionally, this study investigates the intervening mechanism of workplace incivility among the

♦**Corresponding author:** Faculty of Management Sciences, International Islamic University, Islamabad (Pakistan).
[✉ salman.phdmgt80@iiu.edu.pk]

relationship between psychopathic and narcissistic personalities and adverse outcomes. Furthermore, the interactive impact of Islamic work values was also tested between the association of workplace incivility and adverse outcomes. Using the purposive sampling technique, data was collected through a survey method from 404 permanent employees of a public sector organization in two different time lags. PROCESS-macro was used to test indirect, interactive, and moderated mediation effects. The findings of this study confirm the direct effect relationship between those psychopathic and narcissistic personalities and employees' adverse outcomes. Further, this study demonstrates that workplace incivility indirectly enhances adverse employee outcomes. Finally, the study findings revealed that a higher level of Islamic work values reduces the adverse outcomes of employees having psychopathic and narcissistic personality characteristics. We also tested the moderated mediation model, which disclosed that a higher level of Islamic work values reduces the negativity level of psychopathic personalities, further decreasing the level of counterproductive work behaviors via workplace incivility. However, there was no moderating role of Islamic work values in reducing narcissist personalities' negativity levels and reducing counterproductive work behaviors via workplace incivility. The present study provides information to the management of public sector organizations on how they can overcome the negative behaviors and outcomes of their workforce through implementing the Islamic ethical system. This attempt contributed to ethical climate theory and threatened the egotism model by explaining that negative personality traits predict uncivil behaviors, leading to adverse outcomes. This study further contributes that the organization's ethical climate helps the individuals overcome the negativity of their personality and negative behaviors as well.

Keywords: Psychopathy (PY), Narcissism (NM), Workplace Incivility (WPI), Islamic Work Values (IWVs), Counterproductive Work Behaviors (CWBs), Ethical Climate Theory (ECT), Threatened-Egotism Model (TEM), Public Sector.

JEL Codes: M12, J24, O15, D23.

1. Introduction

Organizational and individual performance is influenced by individuals' personality characteristics and behaviors (De Dreu & Nauta, 2009). Positive traits positively impact the work environment and society, resulting in harmony, cooperation, and patience (Harms & Spain, 2015). Besides this, negative personality holders create a toxic atmosphere that is disadvantageous for society and organizations and disturbs the individuals'

productivity and psychological and physical health (Hamesch, Cropley, & Lang, 2014; Jelavić, Aleksić, & Braje, 2021). Earlier studies pointed out that public sector organizations face uncivil and harmful behaviors from their workforce at the workplace (Abid et al., 2015; Sguera et al., 2016). In the current era, public sector organizations are experiencing counterproductive work behaviors (CWBs) that contain sabotage, oral abuse, and stealing (Bibi, Karim, & ud Din, 2013; González-Navarro et al., 2018) and eventually harm the administrative setup.

Individuals' personality describes as nature and regulations through which they demonstrate their specific actions, which also becomes the cause of their aggression and CWBs at the workplace (Phipps, Prieto, & Deis, 2015; Spector, 2011). Negative personalities such as narcissism and psychopathy are well-known as cold-hearted, egotistic, uncaring, and malicious in their interpersonal communications at the workplace (Miller et al., 2021; Paulhus & Williams, 2002). Scholars have realized that narcissism and psychopathy are associated with unscrupulous behaviors, which is an immoral practice in the workplace (Garcia & Rosenberg, 2016; O'Boyle et al., 2012; Roeser et al., 2016). Narcissist traits are well-known for their self-promotion and attention-seeking behaviours, the charm of high self-esteem, dominance, and not liking criticism (Miller et al., 2021; Morf & Rhodewalt, 2001; O'Boyle et al., 2012). On the other side, psychopathic individuals are well-known for their characteristics of irresponsible behavior, emotionally cold, lack of empathy for others, and being untrustworthy toward others (LeBreton, Shiverdecker, & Grimaldi, 2018; Shagufta & Nazir, 2021). Contemporary studies have found that non-cooperative and unethical activities are linked with negative personality features, i.e., DT (Garcia & Rosenberg, 2016; Roeser et al., 2016). In contrast, it has been found that psychopathic personalities feel show satisfaction about their jobs with security, but there is a lack of fearlessness in these individuals (Eisenbarth et al., 2022).

Scholars elucidated that unethical decision-making, hostile behavior, lack of responsiveness, immoral behavior, and adverse reactions at the workplace with supervisors, juniors, or peers are a portion of CWBs (Cohen, 2016; Garcia & Rosenberg, 2016; O'Boyle et al., 2012). Several research works have been conducted to determine the precursors of CWBs, and the findings of these studies asserted that narcissism and psychopathy cause harmful activities, i.e., CWBs (Özsoy, 2018; Stoica, 2021). Moreover, we focused on the factors that serve as mechanisms in the link between narcissism and psychopathy, and CWBs. Previous literature has shown that workplace incivility (WPI) is a significant predictor of adverse consequences, i.e., burnout, higher level of dissatisfaction and withdrawal, and CWBs (Liu

et al., 2020b; Loh, Thorsteinsson, & Loi, 2021; Murtaza, Roques, & Khan, 2020; Penney & Spector, 2005; Schilpzand, De Pater, & Erez, 2016). A recent review of WPI focused on the undesirable consequences for organizations that are employee's negative behavior (Akella & Lewis, 2019; Schilpzand, De Pater, & Erez, 2016), leading to financial and social costs (Porath & Pearson, 2013), specifically when it alters into CWBs.

The current study stresses ethical work principles from an Islamic values viewpoint, as Islamic work values (IWVs) are centered on justice, trusteeship, ethics, kind-heartedness, benevolence, and confidence (Rice, 1999; Yousef, 2001). Scholars ordained that IWVs increase personalities' motivational levels (Nasution & Rafiki, 2019) and decreases adverse consequences such as WPI (Ahmad, 2011; Wilson, 2012). IWVs encompass the individuals' way of living and society as a whole (Gheitani et al., 2019). IWVs stress leniency, self-sacrifice, fairness, and collaboration amongst humanity (Quoquab & Mohammad, 2013) which would likely reduce the intensity of adverse activities such as WPI and CWBs. Additionally, it has been observed that IWVs enable individuals to produce positive and fruitful activities at the workplace, i.e., sharing of knowledge, work motivation, and optimistic response to the organizational change activities (Al-Shamali et al., 2021; Chaudhary et al., 2021; Yuliusdharma et al., 2022). Thus, we propose that IWVs would buffer the harmful effects of WPI on employees' CWBs.

The present study finds out the answer to the following questions; by investigating the intervening mechanism of WPI between psychopathic, narcissist personalities and CWBs; also, this study find out the answer to the question about the role of Islamic work values by examining IWVs as a moderator between WPI – CWBs relationship. This study also answers the call for research by Eisenbarth et al. (2022), Lata and Chaudhry (2020), Shin and Hur (2019), and Liu et al. (2020a) by investigating the direct effect of psychopathic and narcissist personalities on CWBs; by explaining the intervening mechanism of WPI by overcoming the gap as suggested by Han et al. (2021), especially in the context of public sector organization. Additionally, we also answer the empirical research gap, as suggested by Cortina et al. (2021), by examining the moderating role of Islamic work values and how these values as the culture of the organization reduce the positive intensity of the affiliation amongst WPI and CWBs. The present study extends the knowledge about personality psychology and works ethics by applying ethical climate theory and the threatened-egotism model.

2. Theoretical underpinning and hypothesis development

The Threatened-egotism model (TEM) (Bushman & Baumeister,

1998) is advocated owing to the higher observation of general societal fear of the ego of characteristic dark individuals such as narcissists and psychopathics (Hart, Tortoriello, & Richardson, 2021; Konrath, Bushman, & Campbell, 2006) and low self-confidence (Bushman & Baumeister, 1998), these personalities act violently and disrespectfully in the working environment to maintain their profound impact on the development of self-confidence (Stenason, 2014) facing others at the workplace. Low self-esteem and fear of threat to the ego of dark personalities (psychopathic and narcissist) increase negative emotions and expressions, i.e., aggression, humiliation, and anger (Costello & Dunaway, 2003), leading to negative behavior, i.e., CWBs (Brender-Ilan & Sheaffer, 2019; Hart, Adams, & Tortoriello, 2017). Additionally, the threatened-egotism model (Bushman & Baumeister, 1998) explains that low morale and high perceptions of dark personalities, such as narcissism and psychopathic provide them with insecure feelings that hurt their ego and become the causes of aggressive behaviors. Further, when encountering such situations, their behavior turns uncivil, especially when they are in authoritative positions at the workplace (Bushman & Baumeister, 1998). This situation leads to uncivil behavior of these dark characteristics, i.e., narcissists and psychopathic individuals, resulting in adverse outcomes such as CWBs. The organization's ethical climate is derived from the organization's ethical culture, which is formed through ethical norms and identity (Cullen, Victor, & Bronson, 1993). Ethical climate perceptions of the employees increase several positive outcomes, i.e., organizational commitment, psychological well-being, and job satisfaction, and decrease dysfunctional behaviors (Martin & Cullen, 2006). Studies have shown that the organization's work ethics negatively affect CWBs (Hayati, Yuningsih, & Caniago, 2018). The ethical atmosphere is meticulously connected with employees' encouraging activities (Wang & Hsieh, 2013) that elasticities awareness about impartial communications and proper management of official activities (Victor & Cullen, 1987, 1988) through effective decision-making. Using the theoretical lens of ECT (Victor & Cullen, 1987, 1988), the present study examines the mechanism of moderation of IWVs and how injurious effects of WPI on CWBs are mitigated.

2.1. Psychopathy, narcissism, and employees' adverse outcomes

Individuals with the personality traits of narcissism and psychopathy mostly avoid doing teamwork tasks, which ultimately decreases their productivity as they are difficult to mingle with their colleagues (Anninos, 2018). Psychopathy is a dark personality characterized as a character trait, including self-centered and deceiving social and professional

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communication, lack of emotion and understanding, and thoughtless and undeveloped behavior style (Boey & Vantilborgh, 2016). Psychopathy is considered low sensitivity, understanding, impulsivity, and a lack of responsibility or sorrow (Cohen, 2016; Paulhus & Williams, 2002), producing selfishness, egoism, and untrustworthy social relations in society or at the workplace (Jakobwitz & Egan, 2006). It has been observed that the low positive self-esteem of psychopathic personalities influences them to demonstrate anti-social and egoistical activities in the workplace (Shagufta & Nazir, 2021). Likewise, narcissism is another part of the dark personality and is associated with the wisdom of perceived authority, supremacy, and dominating behavior (Jonason, Wee, & Li, 2015; Paulhus & Williams, 2002). Individuals with this personality are usually pretentious, attention seekers, and admire self-praise (Jakobwitz & Egan, 2006). Narcissistic individuals are susceptible to criticizing others, attempting to make a lasting impression on others, and indulging in aggression, egoistical and terrible behavior (Chughtai et al., 2020; Paulhus & Williams, 2002; Vize et al., 2021).

Counterproductive work behaviors (CWBs) entail two types of behaviors that occur within the organization (theft of any material) or conflict between employees (the use of promiscuous conversations and abuse) (Viswesvaran, Deshpande, & Milman, 1998). CWBs usually comprise cyber-loafing, absenteeism, and low efficiency (Hauge, Skogstad, & Einarsen, 2009). CWBs are voluntary or deliberate behavior that can cause direct or indirect damage to the organization or harm the workforce's well-being (McShane & Von Glinow, 2013). According to scholars, CWBs are characterized as an arrangement of volitional acts that harm or assume damage relations and their associates, e.g., clients, agents, consumers, and managers (Debusscher, Hofmans, & De Fruyt, 2016). Several meta-analytic studies and reviews showed that dark personalities are positively associated with undesirable outcomes at the workplace, i.e., CWBs, abusive supervision, dishonorable behavior, immorality, unprofessional manners, and work-related stress (Greenbaum et al., 2017; Grijalva & Newman, 2015). The public sector's workplace environment, specifically in developing countries, is jeopardized by low self-esteemed dark personal characteristics, increasing destructive thoughts and behaviors, such as WPI, CWBs, and aggression. (Brender-Ilan & Sheaffer, 2019; Costello & Dunaway, 2003; Hart, Adams, & Tortoriello, 2017). Thus, we hypothesize that:

H_{1a}: Narcissism is positively linked to employees' adverse outcomes.

H_{1b}: Psychopathy is positively linked to employees' adverse outcomes.

2.2. Workplace Incivility (WPI) as a mediator

Incivility of individuals in the workplace includes every act considered professionally immoral, misconduct, or uncivil (Andersson & Pearson, 1999). On the other hand, if we talk about incivility in the workplace includes violation of organizational rules and policies and negative behaviors with peers and subordinates in the form of rudeness (Cortina, Sandy Hershcovis, & Clancy, 2021). Additionally, Porath and Pearson (2009) provide the main features of workplace incivility, such as violation of norms, vague intent, and low intensity connected with uncivil behaviors. Moreover, several studies endorsed an optimistic association between WPI and CWBs (Penney & Spector, 2005; Schilpzand, De Pater, & Erez, 2016). Additionally, research has found several findings that employees who demonstrate uncivil behaviors at the workplace suffer from different negative consequences such as distress, substance abuse, dissatisfaction, counterproductive work behaviors, decrease in commitment and creativity as well (Cortina et al., 2017; Cortina, Sandy Hershcovis, & Clancy, 2021; Loh, Thorsteinsson, & Loi, 2021; Schilpzand, De Pater, & Erez, 2016). Scholars expounded that WPI affects both the individuals involved in unethical practices and those who experience or observe discourteous behaviors, which obstruct the overall organization (He et al., 2021; Lim, Cortina, & Magley, 2008) and creates a toxic climate (Andersson & Pearson, 1999). Previous research exposed that WPI produces objectionable integrities that disturb physical, mental, professional, and spiritual health (Lim & Cortina, 2005), which ultimately leads to a decrease in job satisfaction, commitment, OCB, and an increase in job and psychological stress (Chen & Wang, 2019; Cortina et al., 2001; Pearson & Porath, 2005; Porath & Pearson, 2013). Thus, we hypothesize that:

H₂ₐ: Workplace incivility mediates the positive association between narcissism and employees' adverse outcomes.

H₂ᵦ: Workplace incivility mediates the positive association between psychopathy and employees' adverse outcomes.

2.3. Islamic work values (IWVs) as a moderator

IWVs have their foundation in the Holy Quran and the lessons, principles, and teachings of the Holy Prophet MUHAMMAD (SAW). It is also derived from the traditions established by the first-four Islamic Caliphs (Rizk, 2008). Work values defined by Islam are restricted to his followers and universal to everyone's daily life (Abbasi, Rehman, & Bibi, 2011). Discipline

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and quality of work in an organization depend upon the organization's working environment influenced by the ethical norms of both employees and management (Kozako et al., 2018). Moreover, Islamic work values (IWVs) are predecessors and standards for individuals' intrinsic motivation (Gheitani et al., 2019). These Islamic values further enhance positive behaviors, i.e., performance and OCB, and reduce harmful activities such as egoistic and uncivil behaviors at the workplace (Abbasi, 2015; Chughtai & Ali Shah, 2020; Suryanto, 2016). IWVs are based on Islamic ethics that emphasizes cooperation, teamwork, and unity (Yousef, 2001), especially in the workplace, because Islamic teachings rely on a virtuous way of handling things (Murtaza et al., 2016). Moreover, Hayati et al. (2018) stated in their study that employees high on IWV could control and manage the possible stressors and pressures on the job, ultimately reducing the CWBs. Additionally, an ethical climate reduces emotional exhaustion (Yang, Tsai, & Tsai, 2014), anger, aggression, fatigue (Chen, Chen, & Liu, 2013), and knowledge-hiding behaviors (Islam et al., 2021). Scholars elaborated that IWVs enhance the employees' morale, reducing CWBs (Pagliaro et al., 2018). Literature on Islamic work values evidenced that IWVs moderate the relationship of different variable associations in different organizational backgrounds (Ahmed et al., 2019; Javaid et al., 2018; Kareem & bin Azmin, 2018; Qayyum et al., 2018). Thus, we hypothesize that:

H₃: Islamic work values moderate the positive relationship between workplace incivility and employees' adverse outcomes; in the sense that a higher level of Islamic work values will weaken the positive relationship.

2.4. Moderated mediation

In sum, we propose a moderated mediation model for CWBs: narcissism and psychopathy are related to CWBs via WPI. Our model suggests that dark personalities, narcissism, and psychopathy form uncivil behaviors as they feel a hazard to their self-respect that further translates into adverse outcomes such as CWBs. In contrast, individuals' level of ethics in the form of IWVs influences the relationship between WPI and CWBs. To achieve this purpose, we operationalize the moderation mediation analysis by adopting model-14 as suggested by Hayes (2015, 2018), through which we thoroughly analyze the conditional indirect effect of IWVs amongst the indirect relationship of dark personalities narcissism and psychopathy and CWBs via WPI, so we hypothesize that:

H₄ₐ: Islamic Work Values will moderate the positive indirect effect of narcissism on employees' adverse outcomes through workplace incivility

in the sense that a higher level of Islamic work values will weaken the positive indirect effect.

H₄ᵦ: Islamic work values will moderate the positive indirect effect of Psychopathy on employees' adverse outcomes through workplace incivility in the sense that a higher level of Islamic work values will weaken the positive indirect effect.
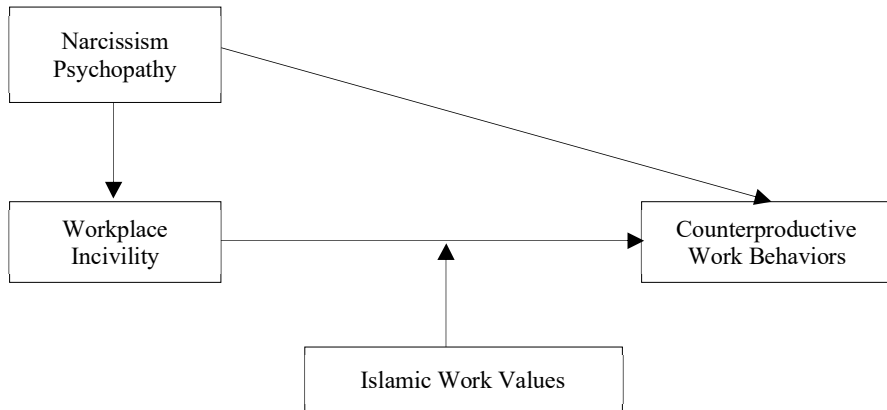

Figure 1. Conceptual model

3. Research design

3.1. Sampling and data collection procedure

Data for the present study was collected from the permanent ministerial staff of a public sector organization through a self-administered data collection technique. The motive for selecting this sample from public sector organizations is that management and policymakers of public sector institutions, especially in developing countries, are worried about the uncivil CWBs at the workplace that resulted in their institutional deficiency (Haque, 2002; Vickers, 2006). Through the purposive sampling technique, data was collected because this technique helps the researcher collect information from the sample and population effectively according to the research objectives. Through this technique, research scholars found those individuals who hold the information related to the study and voluntarily and willingly participate and share their opinions and experience (Bernard, 2017; Etikan, Musa, & Alkassim, 2016).

Data for this study were collected in two temporal time intervals; in

the first interval, questionnaires were distributed for narcissism and psychopathy and WPI. In the second interval, questionnaires were distributed CWBs and IWVs. In the first time lag, 650 questionnaires were distributed to ministerial employees of public sector organizations in Lahore, Rawalpindi Multan, and Bahawalpur (major cities of Punjab, Pakistan). At the end of the first interval, 550 questionnaires were received; in the second lag, questionnaires were distributed to those ministerial employees who participated in the first time lag; finally, 404 questionnaires were found correct for further statistical analysis, so the response rate of the present study was 62.15%. Common method variance of the data was tested through Herman's (1967) single-factor analysis, and the value of cumulative percentage was 21.62% which is less than the threshold of 50% for the normality of data.

3.2. Measurement tools

All variables of the present study were measured on 5 points Likert scale. CWBs were measured using the Likert scale of (Never-1 to Everyday-5). On the other hand, psychopathy, narcissism, workplace incivility, and Islamic work values were measured using the Likert scale of (Strongly Disagree-1 to Strongly Agree-5).

- Psychopathy and narcissism: were measured through an 18-items scale taken from Jones & Paulhus (2014). The study participants were asked to express how they are frequently engaged in these behaviors as narrated in questions.
- Counterproductive work behaviors: (sabotage, theft, withdrawal, abuse, and production deviance) were measured by taking 31 items from Spector et al. (2006). Participants of the study were requested to give their views about the behaviors they were engaged in for the last year.
- Workplace incivility: was analyzed using a 7-item scale from Cortina et al. (2001). Participants of the study were enquired to give their views about the behaviors they were engaged in for the last year.
- Islamic work values: having a 24-items (Cooperation, Forgiveness, Self-Discipline, and Patience) scale adopted from Wahab et al. (2016). Participants of the study were asked to give their opinion about the behaviors they were engaged in for the last year.

4. Results

Table 1 shows the demographic information of the present study.

Table 1. Demographics

Category	Representation		Percentage
Gender	Male	356	88.1%
	Female	48	11.9%
Age	20-30 (Years)	171	42.3%
	31-40 (Years)	161	39.9%
	41-50 (Years)	54	13.4%
	51-60 (Years)	18	4.5%
Education	Matriculation	27	6.7%
	Intermediate	142	35.14%
	Graduation	106	26.2%
	Masters	98	24.2%
	MS/M.Phil	31	7.7%
Experience	Less than one (Year)	96	23.8%
	1-5 (Years)	93	23.0%
	6-10 (Years)	70	17.3%
	11-15 (Years)	52	12.9%
	16-20 (Years)	42	10.4%
	More than 20 (Years)	51	12.6%

Table 2 depicts the correlational values descriptive and reliability statistics of the study. According to the values as given in the above table, all variables significantly correlated at the significance level of 0.01, instead of two relationships that were significant at the level of .05 (NM positively interrelated with WPI where $r = 0.174^*$, $p < 0.05$, and positively interrelated with employees' adverse outcomes (CWBs) where $r = 0.132^*$, $p < 0.05$).

Table 2. Descriptive statistics, correlations, and reliability

Variables		Mean	SD	1	2	4	5	6
1	NM	3.02	0.5728	(0.770)	0.253**	0.174*	-0.135**	0.132*
2	PY	2.78	0.6541		(0.750)	0.302**	-0.252**	0.360**
4	WPI	1.94	0.7459			(0.840)	-0.338**	0.225**
5	IWVs	4.28	0.5407				(0.890)	-0.304**
6	CWBs	1.55	0.6432					(0.940)

NM; narcissism, PY; psychopathy, IWVs, Islamic work values, WPI, workplace incivility, CWBs, counterproductive work behaviors, * $p < 0.05$; ** $p < 0.01$; reliability statistics are in parenthesis.

Table 3 shows the hierarchal regression values of the present study; according to the values, narcissism positively and significantly influences employees' adverse outcomes (CWBs) where ($\beta = 0.24$, $p < 0.001$), which proves H_{1a} of this study. Psychopathy positively and significantly influences employees' adverse outcomes (CWBs) where ($\beta = 0.35$, $p < 0.001$), proving H_{1b} of this study.

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Table 3. Unstandardized direct path coefficients

	β	SE	t-value	R^2	Adjusted R^2	F
NM → CWBs	0.24**	0.07	4.515	0.113	0.110	27.615***
PY → CWBs	0.35***	0.06	6.286	0.129	0.126	39.516***
WPI → CWBs	0.19***	0.05	3.774	0.051	0.047	14.243***

NM; narcissism, PY; psychopathy, IWVs, Islamic work values, WPI, workplace incivility, CWBs, counterproductive work behaviors, N = 404; * p < 0.05; ** p <. 0.01; ***p < 0.001, unstandardized beta is reported here.

The test of indirect effect was analyzed using the bootstrapping method, as suggested by Hayes (2015, 2018), with a sample size of 5000. According to the values as narrated in Table 4, WPI indirectly influences the relationship between NM and employees' adverse outcomes (CWBs), where (β = 0.02, LL/UL = 0.01 / 0.06), WPI indirectly influence the relationship between PY and CWBs, where (β = 0.04, LL/UL = 0.01 / 0.11), as zero was excluded in upper and low CIs values. Thus, these results prove our H_{2a}, H_{2b}, and H_{2c}.

Table 4. Mediation analysis

Model	Total effect (LL/UL)	Direct effect (LL/UL)	Indirect effect (LL/UL)
NM → WPI → CWBs	0.04 [0.21 / 0.14]	0.05 [0.23 / 0.12]	0.02 [0.01 / 0.06]
PY → WPI → CWBs	0.35 [0.19 / 0.52]	0.32 [0.12 / 0.51]	0.04 [0.01 / 0.11]

NM; narcissism, PY; psychopathy, IWVs, Islamic work values; WPI, workplace incivility; CWBs, counterproductive work behaviors; LL & UL CI, lower- and upper-class interval.

Table 5 shows the values of the moderation analysis, which (β = -0.397, p < 0.001), depict that a higher level of IWVs reduces the optimistic intensity between WPI and employees' adverse outcomes (CWBs), which further explains that the higher presence of IWVs enforces the individuals to behave less uncivil which leads to decrease in employees' adverse outcomes (CWBs). Thus, these findings support H_3.

Table 5. Interaction analysis

Variable	Counterproductive work behavior		
	β	SE	t
	Step-I		
Intercept	2.591***	0.200	7.966
Gender	-0.045	0.122	-0.367
Age	0.017	0.081	0.208
Experience	0.010	0.040	0.237
	Step-II		
Workplace incivility	0.159**	0.053	2.966
Islamic work values	-0.171*	0.078	-2.199
	Step-III		

Workplace incivility x Islamic work Values	-0.397***	0.083	-4.813
R^2	0.184		
Adjusted R^2	0.162		
F		8.381***	

NM; narcissism, PY; psychopathy, IWVs; Islamic work values, WPI; workplace incivility, CWBs; counterproductive work behaviors; ***$p < 0.001$; ** $p < 0.01$; * $p < 0.05$.

Moderation values were plotted for moderation interaction slope, with low/high (Mean and SD). The moderation slope in Figure 2 represents a moderation effect of IWVs between WPI and employees' adverse outcomes (CWBs). The interaction graph further confirms that when individuals were at a higher level of WPI, their higher level of IWVs reduced their negative emotions, further decreasing the employees' adverse outcomes (CWBs).
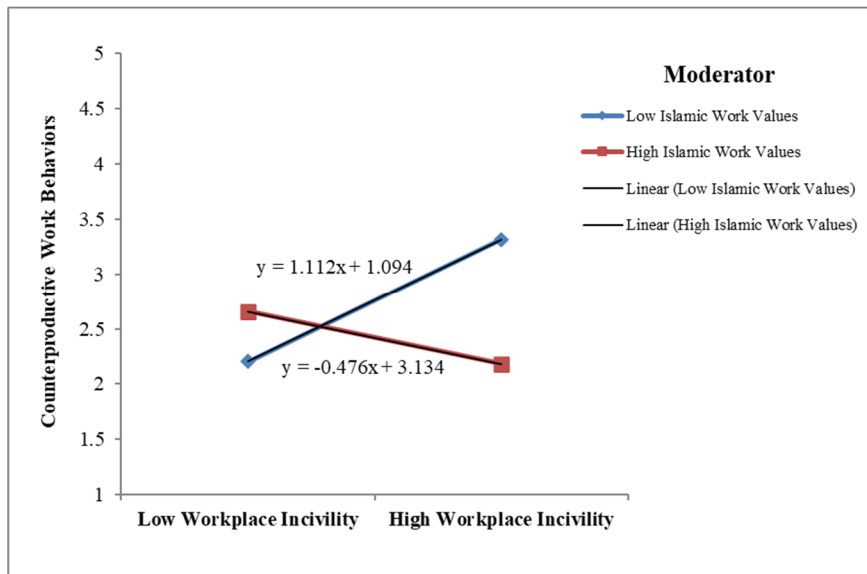

Figure 2. Moderation interaction graph

A detailed examination of the conditional indirect effect was analyzed using model-14 with a bootstrap sample size of 5000, as suggested by Hayes (2015, 2018). The conditional indirect effect of narcissism and psychopathy on employees' adverse outcomes (CWBs) through WPI at the values of IWVs was analyzed when the score of IWVs was the sample mean and the $\pm$ SD (see Table 6). It was revealed that both high and low conditional indirect effects for narcissism were not significant, as zero was found among CIs values. Moreover, index values for narcissism were also found insignificant (index = -0.04, LL / UL = -0.13 / 0.01), which shows no such indirect

influence of narcissism on employees' adverse outcomes (CWBs) through WPI when individuals were on a high and low level of IWVs. Thus, it disproves our H_{4a}.

Moreover, it was revealed that the low and high conditional indirect effects for psychopathy were significant, as no zero was found among CIs values. Moreover, index values for psychopathy were found significant where (index = -0. 12, LL / UL = -0.23 / -0.05), which shows the indirect influence of psychopathy on employees' adverse outcomes (CWBs) through WPI when individuals were on the low level of IWVs. Thus, it proves H_{4b} of this study.

Table 6. Moderated mediation

NM (X-variable), WPI (M-variable), CWBs (Y-variable)	Moderator (IWVs)	CDI	SE	Boot LL & UL CI
At bellow than mean	Low (-0.54)	0.04	0.04	-0.01 / 0.11
At above than mean	High (0.54)	-0.01	0.01	-0.04 / 0.00
At bellow than mean	Low (-0.54)	0.10	0.04	0.03 / 0.19
At above than mean	High (0.54)	-0.03	0.03	-0.10 / -0.01
Moderated mediation index				
WPI (M-variable), IWVs (W-variable)		Index	Boot SE	Boot LL & UL CI
Narcissism (X-variable), CWBs (Y-variable)		-0.04	0.03	-0.13 / 0.01
Psychopathy (X-variable), CWBs (Y-variable)		-0.12	0.04	-0.23 / -0.05

NM; narcissism, PY; psychopathy, IWVs; Islamic work values, WPI; workplace incivility, CWBs; counterproductive work behaviors, LL & UL CI; lower- and upper-class interval

5. Discussion

The present study's findings reveal that negative personalities, i.e., psychopathy and narcissism, are positively related to employees' adverse outcomes (CWBs). In other words, psychopathic and narcissistic individuals produce adverse outcomes (i.e., CWBs). This study's findings for hypotheses H_{1a} and H_{1b} are consistent with the earlier studies (Cohen, 2016; Grijalva & Newman, 2015; O'Boyle et al., 2012). Consequently, dark-personality-holder individuals observe that their ego is endangered (Bushman & Baumeister, 1998). Due to low self-esteem, these personalities feel ostracized by their peers' supervisors in the workplace (Grijalva & Newman, 2015), demonstrating adverse outcomes. The second hypothesis predicted that WPI indirectly influences the relationship between negative personalities (psychopathic and narcissism) and employees' adverse outcomes (CWBs). The present study's findings support the acceptance of this hypothesis (H_2), which further explains that workplace incivility also becomes the cause of employees' adverse outcomes (CWBs) for the negative personality holders.

The earlier studies also prove the study's findings, which reveal that WPI becomes the cause of adverse outcomes, i.e., CWBs (Karim et al., 2015). The third hypothesis of the present study hypothesized that IWVs moderate the relationship between WPI and employees' adverse outcomes (CWBs); the present study's findings also support the acceptance of this hypothesis (H_3). In other words, IWVs weaken the positive intensity between WPI and employees' adverse outcomes (CWBs), which means that a higher level of IWVs reduces the level of incivility and decreases the level of adverse outcomes, i.e., CWBs. Previous studies (Ahmed et al., 2019; Chughtai et al., 2020; Chughtai, 2017; Chughtai & Ali Shah, 2020; Suib & Said, 2017) also support the acceptance of this hypothesis by revealing that IWVs work as an ethical climate of the organization. The findings showed that when employees are engaged in uncivil behaviour, it results in adverse outcomes (CWBs). However, the workforce with higher IWVs shows less uncivil behaviour and employees' adverse outcomes (CWBs). The final hypothesis of the present study predicted that IWVs moderate the indirect influence of psychopathy and narcissism on employees' adverse outcomes (CWBs) through WPI; the findings of this study provide support for the acceptance of H_{4b}, but no such significant support was found for the acceptance of H_{4a}. In other words, the indirect influence of psychopathy on employees' adverse outcomes (CWBs) through WPI was moderated when the individuals were on higher/lower levels of IWVs. In contrast, the indirect influence on employees' adverse outcomes (CWBs) through WPI was not moderated by the IWVs, which shows that higher and lower IWVs did not affect the indirect influence of narcissism on employees' adverse outcomes (CWBs) via WPI. This study's findings are also consistent with ECT (Victor & Cullen, 1987, 1988), which states that the organization's climate, i.e., norms, traditions, and culture, affect individuals' personality, emotions, and behavior.

5.1. Theoretical and empirical contributions

The present study adds knowledge to the literature on dark personalities (psychopathy and narcissism) by explaining the intervening influence of WPI that individuals' uncivil behavior at the workplace serves as a bridge between the negative personality of individuals and employees' adverse outcomes (CWBs). Secondly, in this study, IWVs are used as an ethical climate aspect of the organization formed through its norms and traditions, and it works to reduce negative emotions and outcomes at the workplace. This study explains how IWVs influence the negative personalities (psychopathy and narcissism) at the workplace, reducing uncivil behaviors and harmful outcomes, i.e., employees' adverse outcomes (CWBs).

As earlier scholars stated, the act of incivility at the workplace leads to negative behavior, i.e., CWBs, psychological stress, and less job satisfaction (Cortina et al., 2001; Lim & Cortina, 2005; Lim, Cortina, & Magley, 2008). Present work also extends the knowledge of work ethics by infusing ECT (Victor & Cullen, 1987, 1988) and explaining the moderating role of Islamic work values, reducing the egoistic nature of psychopathic and narcissistic personalities leads to harmful behaviors at the workplace.

First, our study highlights that public sector organizations' management must inspect the activities that became the cause of uncivil behaviors. Secondly, to overcome individuals' uncivil and unethical attitudes, public sector organizations initiate steps to test employees' personalities and psychological levels (Gulerdg, 2020; Pearson & Porath, 2005) during the recruitment process and after recruitment on a biannual basis. Thirdly, public sector organizations conduct training sessions, seminars, and workshops on their workforce's ethical and psychological training to enhance further employees' ethical levels (Leiter et al., 2011). Finally, we suggest that the organizational leaders extend their support to build trust and cooperation among subordinates so that employees feel secure and the intensity of uncivil behavior in the workplace could be eliminated (Schilbach, Baethge, & Rigotti, 2020).

5.2. Future research directions and limitations

By limitations, firstly, the present study is conducted in a Muslim state (Pakistan); so we suggest that future researchers explore another geographical context (non-Muslim). Secondly, this study is conducted with a sample of a public organization; thus, future researchers replicate this model in another public sector organizational setup. Thirdly, in the present study, we use IWVs as moderator; future researchers examine other variables such as emotional intelligence, occupational calling, and mindfulness as moderator. Finally, it is suggested that future researchers also investigate the influence of leadership styles, i.e., humble leadership and spiritual leadership, on adverse outcomes, with the intervening mechanism of dark personalities.

6. Conclusion

The role of public sector organizations is much imperative in every state for the delivery of services to the public; for that purpose, the workforce of these organizations prerequisite holds the positive personality qualities which produce positive outcomes and public satisfaction. The present study uncovers the positive relationship between negative personality traits, i.e.,

psychopathy and narcissism, and employees' adverse outcomes (CWBs), especially in the context of public sector organizations in a developing economy. Moreover, the negative characteristics of these personalities (psychopathic and narcissistic) enforce the cognitively to demonstrate uncivil behaviors with others. The study's findings suggested that implementing ethical climate policies in the form of Islamic work values reduces the harmful behaviors and attitudes of the employees and enables them to reduce their adverse outcomes (CWBs).

Declaration of conflicting interests

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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