

THE EFFECT OF THE DARK TRIAD'S ROLE IN BENIGN, MALICIOUS ENVY AND ORGANIZATIONAL REVENGE ON JOB PERFORMANCE: THE CASE OF TURKEY

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Abstract

In toxic workplaces where individuals with dark triad personality traits exist, counterproductive behaviours occur, which negatively affects employee performance and therefore, organizational performance. This article aims to measure the effect of dark triad personality traits and feelings of benign and malicious envy on organizational revenge intention and the effect of all three negative emotions and behaviours on job performance. In this context, a research model and hypotheses were created with the assumption that the dark triad personality traits can affect the feelings of benign and malicious envy, and that the feelings of benign and malicious envy can have an impact on job performance by affecting the intention of organizational revenge. The model was tested on a sample of 313 academicians using structural equation modelling. In this study, where the quantitative method was applied, the dark triad personality, benign and malicious envy, organizational revenge intention and job performance scales were used. As a result of the research, it was found that dark triad positively affects benign and malicious envy, benign and malicious envy significantly and positively affect organizational revenge intention, and they significantly and negatively affect job performance. Additionally, it was seen that organizational revenge intention significantly and positively affects job performance. All the hypotheses considered were accepted. In this context, dark triad personality traits highlight the feelings of benign and malicious envy, and feelings of benign and malicious envy increase employees' job performance by affecting the intention of organizational revenge. In the study, it was seen that the intention of organizational revenge also affects job performance positively with the effect of benign and malicious envy.

Keywords: *dark triad, benign and malicious envy, organizational revenge intention, job performance.*

JEL Codes: *J50, M10, M12.*

Introduction

The discipline of organizational behavior is in the search of ways to eliminate negativities in the work environment and make it more effective and efficient, as well as concepts and ideas related to positive psychology. Toxic work environments, abusive attitudes reinforce counterproductive work behaviours. Among the negative workplace attitudes, we encounter concepts such as benign-malicious envy and organizational revenge.

Personality is one of the most researched concepts in psychology. More specifically, in organizational psychology, research continues to be conducted on the relationship between

personality traits and various concepts related to work and organization. As a matter of fact, personality traits form the basis of employees' attitudes in events inside and outside the organization. The attitudes of employees within the organization in their relationships with each other, their suppliers and customers are shaped by their personality traits. Personality maintains its importance in efforts to achieve the desired organizational outcomes, especially in studies aimed at increasing performance. Studies on the topic of the dark triad in the workplace context are relatively new and still not entirely defined (Harms and Spain, 2015). The relationship of

the dark triad with concepts such as burnout and job satisfaction (Mirkovic and Bianchi, 2019; Čopková, 2021; Prusik and Szulawski, 2019); turnover intention (Baheer, et al., 2023), leadership types (Ekizler and Bolelli, 2020), employee silence (Hamstra, et al., 2021) has recently received increasing attention by academicians (Lainidi, et al., 2023). However, there are still not enough studies on workplace outcomes (Cohen, 2016). No study has been found in the literature on the relationships between benign and malicious envy, organizational revenge intention and job performance. It is thought that this study will contribute to the literature to fill this gap.

First, a conceptual framework was drawn in line with the purpose of the study and research model and hypotheses were developed. Afterwards, the data collected from the academicians who made up the sample were analysed and the hypotheses were tested. The findings were discussed by comparing them with other studies in the literature.

Conceptual Framework

Dark Triad Personality Traits

Studies on dark personality can be based on Kraepelin's in 1907 book on problematic personalities. In this book, dark personality is tried to be explained with behaviours such as moral deficiency, tendency to cruelty, indecisive behaviours, irritability, and frequent lying (Harms and Spain, 2015). Dark personality is a common structure of different personalities. Especially immoral behaviours such as unethical behaviours play an important role in the emergence of the dark personality (Padilla et al., 2007; Ruiz-Palomino and Linuesa-Langreo, 2018). Regarding the subject, Paulhus and Williams (2002) pointed out that three personality variables have a common effect on dark personality. These three sub-variables that make up the dark triad are stated as Machiavellianism, narcissism, and clinical psychopathy (Furnham et al., 2013). These three personality traits cover socially undesirable behaviours. Studies in the literature reveal that individuals may have different levels of each characteristic of dark triad. Additionally, there is limited literature (Egan et al., 2014; Kam and Zhou, 2016) on dark triad

profiles. However, as of 2009, studies on the subject have continued to increase significantly. The dark triad can be considered an exploitative social strategy in the short term (Jonason and Webster, 2010).

Narcissism is a pathological form of self-love (Jakobwitz and Egan, 2006). Narcissism, widely studied as a personality disorder (American Psychiatric Association, 1994), has been conceptualized as a “normal” personality variant characterized by feelings of superiority and entitlement, as well as dominance, exhibitionism, and exploitation (Lee and Ashton, 2005). Narcissism is defined as a sense of entitlement, dominance, and a grandiose self-view (Carter, et al., 2014). Narcissism characterizes the need for admiration and attention. People with high levels of narcissism tend to rely on dominance strategies in interpersonal relationships (Nguyen, et al., 2021). Components of narcissism include *active extraversion* (relationships associated with aspects of admiration seeking, attention seeking, dominance, arrogance and grandiosity, extraversion, and low agreeableness); *self-centred hostility* (exploitativeness, lack of empathy, and entitlement and building self-interested relationships); and *neuroticism/reactivity* (neuroticism, need for approval, insecurity, and shame) (Weiss, et al., 2020).

Machiavellianism means hypocrisy (McHoskey, 2001) and insincerity in interpersonal relationships. It is also referred to as manipulative personality (Paulhus and Williams, 2002). Machiavellianism is a dark personality trait that leads to self-interested manipulation and unethical behaviours in interpersonal relationships (Ruiz-Palomino and Linuesa-Langreo, 2018). Machiavellianism is also associated with different personality disorder dynamics such as paranoid (McHoskey, 2001). Individuals with high levels of Machiavellianism tend to use exploitative tactics by adopting strategies that maximize self-interest (Kam and Zhou, 2016).

Psychopathy, on the other hand, consists of apathy, lack of empathy, and antisocial, unstable behaviours (Hare, 2003). Psychopathy, while expressing a pattern of exploiting others,

has also been investigated as a psychological cause of antisocial and criminal behaviours (Lee and Ashton, 2005). The main character elements of psychopathy include high impulsivity and sensation seeking, as well as low empathy and anxiety. Although clinical and theoretical explanations of psychopathy vary in the degree to which a range of narcissistic traits are embedded (e.g., not all emphasize grandiosity or attention-seeking), almost all of them contain a variety of characteristics central to narcissism, including egocentrism, entitlement, manipulateness, and other characteristics (Weiss, et al., 2020).

Despite their different origins, the sub-dimensions that make up the dark triad described above share several characteristics. In varying degrees, these three dimensions lead to a socially abusive character with behavioural tendencies toward self-aggrandizement, emotional coldness, hypocrisy, and aggression (Paulhus and Williams, 2002). Jakobwitz and Egan (2006) state that people with dark triad characteristics exhibit the characteristics of “low agreeableness” and “low conscientiousness” because they are uncooperative, unreliable, and thoughtless. On the other hand, according to Jones and Paulhus (2011), the common points of the dark triad are the characteristics of “callousness” and “manipulability”. While determining these characteristics, researchers drew attention to two basic behaviours that all three personality traits have. These behaviours include being indifferent to people's suffering and not hesitating to use people for their own benefit. Jonason et al. (2009), on the other hand, state that the concept of social exploitativeness is the basic feature that unites these three topics. Because they have concluded that in all three personality traits, individuals show the behaviours of taking advantage of other people to get what they want.

In fact, the effect of the dark triad on business processes is related to organizational culture. That is, in an individualistic culture, employees high in narcissism will be more likely to engage with their work, speak openly, and present themselves in the workplace. These

trends will be associated with increased job satisfaction and job performance. Therefore, if narcissists work in an individualistic (rather than collectivist) culture, they may be less likely to burn out at work, intentionally harm others, or quit their current job. In contrast to individualistic cultures, collectivist cultures emphasize the importance of social harmony and group goals. Therefore, expressions of narcissism (e.g., the pursuit of personal goals and promotion at work) may be less tolerated in these cultures. In summary, in individualistic cultures narcissists may express dominant and socially desirable values, whereas in collectivist cultures narcissists may be less likely to be motivated and engaged at work but are more likely to display negative work attitudes and behaviours (Ma, et al., 2021). Machiavellians, on the contrary, in collectivist cultures will have more opportunities to take advantage of the social resources around them and skilfully manipulate others. In Machiavellianism, deceptive tactics such as adapting to the situation, forming alliances, and protecting reputation are used (Jones and Paulhus, 2011). Therefore, employees with a Machiavellian personality in a collectivist mind set can be expected to achieve success in the workplace by using different tactics that can be associated with increased job performance and job satisfaction. However, this is not clear for psychopathies. They may act contrary to both cultures (Ma, et al, 2021). Toxic employees in toxic workplaces where employees engage in manipulative, self-centred, unethical behaviours lead to negative workplace outcomes such as emotional tension, low morale, high turnover, poor performance, and financial consequences (e.g., low job performance, low productivity, and high absenteeism) (Ruiz-Palomino and Linuesa-Langreo, 2018). As a result of the entire literature review, it can be said that personality traits are effective on individuals' emotions and behaviours. It can also be said that behaviours are also effective in attitudes towards work. In this context, the following hypothesis was developed:

H₁: Dark triad personality traits affect feelings of benign and malicious envy.

Benign and Malicious Envy

Benign and malicious envy are also included among negative work attitudes. However, the definition of the concepts of benign and malicious envy is not clear in the literature. Benign is often confused with the word envy, but while benign occurs when someone else's situation is better, envy occurs when a person is afraid of losing something important to another person (Van de Ven, 2016). Researchers have defined the experience of being envied as the awareness of having a relative advantage over a valued object and the resulting perception of causing painful consequences for the envious person (David and Shih, 2023). Cohen-Charash and Larson (2017) define envy as an emotion that includes the belief that a person lacks the desired object that someone else has and that the desired object is important for the person's self-concept or competitive position. According to this definition, envy involves the motivation to reduce the pain involved and improve one's relative position.

Research on workplace envy shows that there are two qualitatively different types of envy: benign and malicious envy (see Braun et al., 2018; Celse et al., 2016). While benign involves the motivation to improve oneself in reaching the desired point, leading to socially desirable reactions; malicious envy, on the other hand, involves the motivation to harm and bring down the envied person and leads to socially undesirable reactions. Cohen-Charash and Larson, (2017) argue that benign and malicious envy should be viewed as benign and malicious subsets of responses to jealousy rather than types of envy. According to many researchers, benign is not seen as envy but as another emotion such as emulation and admiration. Dual Theory argues that both types of emotions arise from a deep-rooted feeling of inferiority, a persistent tendency to compare, as well as a painful experience when confronting an upward status comparison (Kwiatkowska et al., 2022).

Envy is defined as a painful emotion caused by the envious person's lack of the qualities, success, or possessions of another

(Lange et al., 2018). Envy is the emotion that occurs when the situation that one is deprived of is desired or when one wishes that the other person is deprived of it (Van de Ven, 2016). Envy requires study in all its dimensions as an element that triggers competition and poisons individual and social peace, especially in today's world where having the best and being ahead is important (Çırpan and Özdoğru, 2017). The feeling of malicious envy may be an innate tendency. This tendency requires to lead to outcomes that contribute to the regulation of status hierarchies by equalizing the differences between the self and the envied person. There are at least two emotional responses that may serve to overcome this status difference (Lange et al., 2018). These reactions are clearly classified as malicious and benign. The classification of two types of dispositions is based on the cognition and motivation function of this emotion. For example, benign envy reveals an individual's self-enhancing motivation, while malicious envy leads to a tendency to slander or revenge against others (Xiang et al., 2018). Therefore, it is dangerous. Malicious envy is associated with the feeling of deep hostility and resentment that arises from perceiving a superior person's success as undeserved, resulting in many damaging behaviours (Kwiatkowska et al., 2022).

Benign envy, on the other hand, activates action tendencies towards self-improvement. As a disposition, benign envy is associated with greater hope for success and higher goal setting, and mediates improved performance (Lange, et al., 2018). Benign envy arises from the feeling of respect and admiration felt for someone else who is superior, and this motivates the individual to improve himself/herself (Kwiatkowska et al., 2022). The feeling of benign envy improves one's own position; the feeling of malicious envy, on the other hand, is positioned to devalue those who are superior to themselves. In summary, benign envy and malicious envy cause the person to exhibit negative behaviours and affect job performance outcomes. In this context, the following hypotheses were developed:

H₂: Feelings of benign and malicious envy affect organizational revenge intention.

H₃: Feelings of benign and malicious envy affect job performance.

Organizational Revenge Intention

Negative workplace attitudes are a serious problem that prevents the achievement of organizational goals and increases costs. One of the concepts among negative workplace attitudes is organizational revenge (Verschuren, et al., 2021). Revenge can be said to be a behaviour that negatively affects individuals and organizations. For this reason, knowing the situations in which revenge behaviour occurs and the behaviours of employees in these situations is important for the healthy survival of organizations (Nayir, 2016). Psychologists define revenge as an action taken in response to a perceived wrongdoing by another party with the intent to harm, injure, inconvenience, or punish the party judged to be responsible. Revenge can be active, such as harming another person, or passive, such as withholding support (Osgood, 2017).

Equality theory is expressed as employees' expectation of equal opportunities and wages for equal work. Theory suggests that when this does not occur, the employee becomes negatively motivated, resulting in emotional, physical, and even financial costs for the victim (Stillwell et al., 2008). These costs motivate aggrieved employees to seek justice through revenge. Revenge is fundamentally a human impulse and aims to punish another in response (Marongui and Newman, 1987). In other words, revenge behaviour refers to the punitive actions taken by the aggrieved employee against the organization in response to perceived injustice. Organizational revenge behaviour, as a type of deviant behaviour, brings economic and psychological costs to both the organization and its employees (Deng et al., 2022).

Bies and Tripp (1996) investigated in which situations employees develop revenge and found that they develop revenge in response when they realize that trust has been violated. In other words, when the organization does not fulfil its promises to the employee, the revenge

motivation of the employees increases. Revenge motivation plays a stronger role for employees who believe that negative treatment should be reciprocated in the same kind (Bordia, et al., 2014).

The process of revenge emerges through connections between expectations, responsibility, and anger. First, there must be a behaviour between individuals that triggers the individual, such as disrespectful or abusive behaviour. Research shows that revenge behaviour occurs when an individual perceives that he or she has been treated unfairly and unequally. The individual then evaluates whether he or she is guilty of such behaviour/action. When he/she thinks that that person is the criminal, he/she feels anger and desires revenge (Nayir, 2016). It can be said that the characteristic structure of revenge includes anger, resentment, and hatred.

Tripp and Bies (2010) state that revenge is not motivated only by frustration-based anger, but justified anger stems from an emotional response to correct and prevent injustice. Individuals with personality types characterized by higher levels of anger, such as neuroticism and narcissism, are more likely to seek revenge following provocation. Anger is not the only emotion that determines when an individual will seek revenge. Experiences of shame and humiliation can also lead to tendencies towards violence and revenge (Jackson et al., 2019).

People's ways of taking revenge may differ. According to a distinction made between covert revenge and open revenge, misuse of organizational resources, theft and work slowdown behaviours are described as open revenge behaviours, while examples of covert revenge include gossiping about the criminal, making negative evaluations, hiding information, and ignoring the criminal. In the covert revenge strategy, the goal is to attack someone's reputation and undermine that person's authority after a perceived condescension. Covert revenge often occurs in low-status individuals who cannot afford open revenge (Jackson et al., 2019). As a result of the

literature review, the following hypothesis was developed:

H₄. Organizational revenge intention affects job performance.

Research Methodology

In this section of the research, the purpose, sample, and method of the research are explained. This research was conducted using the survey technique, which is one of the quantitative research methods. In this context, ethical permission was obtained, and data collection related to variables was started on the relevant sample.

Academicians from universities in Turkey were selected as the research population. In the 2022-2023 academic year, out of a total of 184,566 faculty members, 154,981 were in state universities, 29,338 were in foundation universities, and 247 were in foundation vocational colleges (The Council of Higher Education, 2023). Both the population and the sample of the study consist of state universities in Turkey. In this context, data were collected from 313 academicians in total. It was

concluded that this number would be sufficient for the analysis.

Within the scope of the research, structural equation modelling was used to better understand the relationships and effects between variables. Information about the structural equation model is given in the relevant section. SPSS 24 and Amos 24 programs were used during this analysis.

Model, Purpose and Related Hypotheses of the Research

As a result of the literature review in the previous headings, it is thought that dark personality traits and benign and malicious envy may play a role in the formation of organizational revenge. It is also thought that negative personality characteristics and negative emotions affect job performance. The main purpose of this research is to investigate the effect of the relationship between dark triad personality traits and feelings of benign and malicious envy on organizational revenge intention and job performance in academicians. In this context, the research model is shown in Figure 1.

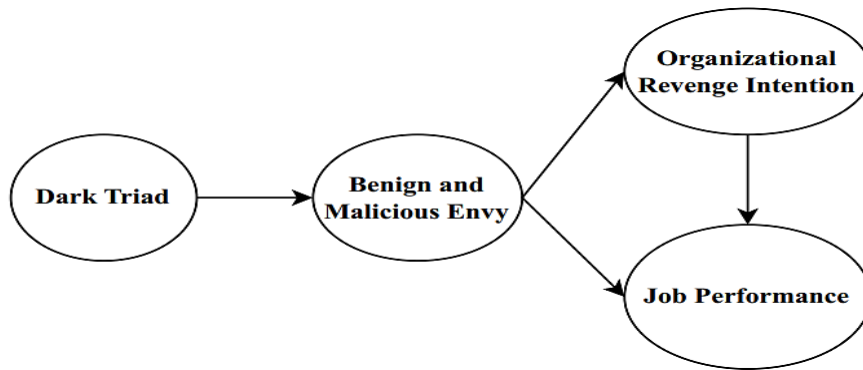


Figure 1. Model of the Research

In the research model, it is assumed that the dark triad has a significant effect on benign and malicious envy. Benign and malicious envy are thought to have a significant effect on organizational revenge intention and job performance. Finally, organizational revenge intention is thought to have a significant effect on job performance.

Sample Determination and Measurement Tools

The sample of the study consists of academics working in state universities in Turkey. Systematic sampling method was preferred in sample selection (Neuman, 2014). In this context, questionnaire statements were sent to the relevant academics via written or google form. In this way, a total of 313 academicians received a meaningful response.

Four different scales were used within the scope of the research. The statements in all scales were asked to the participants in a 5-point Likert format (1- Strongly Disagree, 5- Strongly Agree).

The dark triad personality traits scale used within the scope of the research was developed by Jonason and Webster (2010) and adapted into Turkish by Yaşlıoğlu and Atılğan (2018). The scale consists of 12 statements in total and is divided into three sub-dimensions: *Machiavellianism*, *psychopathy*, and *narcissism*. An example statement: “I can manipulate people to get what I want.”

The benign and malicious envy scale used within the scope of the research was developed by Lange and Crusius (2015) and adapted to Turkish by Çırpan and Özdoğru (2017). The scale was made up of 10 statements and consists of the sub-dimensions of benign and malicious envy. An example statement: “Envyng others motivates me to achieve my goals.”

Another scale used, the organizational revenge intention scale, was developed by Wade (1989) and its Turkish validity and reliability were tested by Akın et al. (2012). The scale, consisting of five statements, has a single dimension. An example statement: “I will make him/her pay for the evil done to me.”

Job performance scale was developed by Janssen and Van Yperen (2004). The scale consists of one dimension and five statements. An example statement: “I always complete the tasks specified in my job description.”

Results

Demographic Findings

Table 1 includes the demographic information of 313 academicians’ participants. Most of the academician participants were male (57.5%), between the ages of 31-40 (35.8%), married (71.2%), with the title of associate professor (27.8%), and department vice president as an administrative duty (22.3%).

Table 1. Demographic Variables

Variables		n	%
Gender	Male	180	57.5
	Female	133	42.5
Age	22-30	36	11.5
	31-40	112	35.8
	41-50	108	34.5
	51 and over	57	18.2
Marital Status	Married	223	71.2
	Single	90	28.8
Title	Research Assistant	40	12.8
	Research Assistant Dr.	9	2.9
	Lecturer	34	10.9
	Lecturer Dr.	33	10.5
	Assistant Professor	55	17.6
	Associate Professor	87	27.8
	Professor	55	17.6
	Assistant Director	14	10.80
Administrative Duty	Chairman of the SRP Commission	1	0.80
	Dean	13	10.00
	Department President	33	25.30

	Director	14	10.80
	Erasmus Coordinator	2	1.50
	Head of Department	4	3.10
	Institute Director	6	4.60
	Rector	1	0.80
	Research Centre Director	1	0.80
	Vice Dean	10	7.70
	Vice Department President	29	22.30
	Vice Rector	2	1.50
Total Service Duration	0-5 Years	49	15.7
	6-10 Years	82	26.2
	11-15 Years	62	19.7
	16-20 Years	76	24.3
	21 Year and over	44	14.1
Total		313	100.0

Descriptive Statistics on Scales

Within the scope of the study, analyses were performed for validity and reliability values. In this context, explanatory factor analysis (EFA) and confirmatory factor analysis (CFA) were conducted. In addition, AVE and CR values were examined for validity analyses. Descriptive statistics regarding the dimensions of the study are given in Table 2. Accordingly, in all dimensions, the AVE value is greater than 0.50, the CR value is greater than 0.70, and the CR>AVE conditions are met (Hair et. al. 2010). Cronbach's Alpha value of 0.8 is important for the reliability of the study (Cheung et al. 2024). Similarly, the factor loadings of all items in all sub-dimensions are greater than 0.50. The Cronbach's Alpha value of the dark triad personality trait scale is 0.948 and the KMO

value is 0.930. The scale is divided into three sub-dimensions; Machiavellianism (MAC), Psychopathy (PSY) and Narcissism (NAR). Cronbach's Alpha value of the benign and malicious envy scale is 0.933 and KMO value is 0.914. The relevant scale is divided into two sub-dimensions; Benign (BE) Malicious Envy (MA). Item BE5 was excluded from the analysis due to its low factor loading. Cronbach's Alpha value of the organizational revenge intention scale is 0.901 and KMO value is 0.833 and it is considered as a single dimension. The Cronbach's Alpha value of the job performance scale is 0.797 and the KMO value is 0.784 and it is considered as a single dimension. JP5 was excluded from the analysis because of its low item loadings.

Table 2. Descriptive Statistics Regarding the Scales

Scales	Sub-Dimensions	Variables	EFA	CFA	AVE	CR	Values
Dark Triad Personality Trait	Machiavellianism Eigenvalue: 7.038	MAC1	0.845	0,894	0.678	0.894	Cronbach's Alpha = 0.948 KMO= 0.930 Barlett Sph. Test = 3556.687 Total Variance = %82.812 Factor Loadings ≥ 0.50
		MAC2	0.855	0,887			
		MAC3	0.772	0,814			
		MAC4	0.819	0,928			
	Psychopathy Eigenvalue: 1.139	PSY1	0.789	0,785	0.628	0.871	
		PSY2	0.823	0,869			
		PSY3	0.802	0,903			
		PSY4	0.755	0,917			
	Narcissism Eigenvalue: 0.761	NAR1	0.852	0,760	0.654	0.883	
		NAR2	0.867	0,846			

		NAR3	0.798	0,866			
		NAR4	0.709	0,865			
Benign and Malicious Envy	Benign Eigenvalue: 5.817	BE1	0.774	0,827	0.624	0.869	Cronbach's Alpha = 0.933 KMO= 0.914 Barlett Sph. Test = 2370.093 Total Variance = %78.541 Factor Loadings ≥ 0.50
		BE2	0.869	0,692			
		BE3	0.786	0,842			
		BE4	0.723	0,693			
	Malicious Envy Eigenvalue: 1.400	MA1	0.852	0,888	0.778	0.946	
		MA2	0.874	0,920			
		MA3	0.915	0,937			
		MA4	0.868	0,850			
		MA5	0.900	0,905			
Organizational Revenge Intention	Single Dimension Eigenvalue: 3.138	ORI1	0.861	0,832	0.717	0.926	
		ORI2	0.850	0,775			
		ORI3	0.729	0,617			
		ORI4	0.898	0,885			
		ORI5	0.884	0,812			
Job Performance	Single Dimension Eigenvalue: 2.636	JP1	0.772	0,662	0.621	0.868	
		JP2	0.770	0,666			
		JP3	0.838	0,803			
		JP4	0.771	0,685			

Structural Equation Model

SEM is a method that can measure structure and measurement patterns at the same time (Legate et. al. 2023). This method allows measuring latent variables and predicting structural models (Henseler et al. 2009). The results of the structural equation model of the study are given in Figure 2 below. Accordingly, dark triad personality trait affects benign and malicious envy significantly and positively ($\beta=.91$; $p=.001$). As the dark triad characteristics increase, benign and malicious envy also increase. The benign and malicious envy variable affect the organizational revenge

intention variable significantly and positively ($\beta=.84$; $p=.001$) and the job performance variable significantly and negatively ($\beta=-.52$; $p=.001$). In this context, as organizational benign and malicious envy increase, employees have more intention of revenge, and this reduces their job performance. Finally, the organizational revenge intention variable has a significant and positive effect on job performance ($\beta=.42$; $p=.001$). On the other hand, as employees' intention to take revenge increases, their job performance also increases and people perform better.

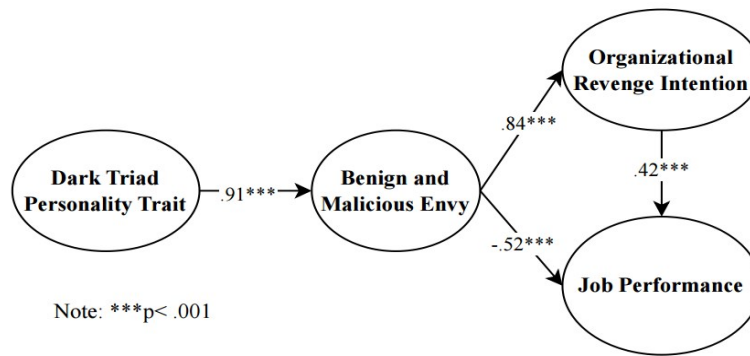


Figure 2. Structural Equation Model of the Study

Table 3 shows the model fit indices resulting from the structural equation model. Accordingly, the CMIN/Df value of the study was 2.162, below 3.00 and received the perfect fit value. The CFI value was 0.945, the NFI value was 0.902, the TLI value was 0.938, the

SRMR value was 0.068 and the RMSEA value was 0.061, and all fit criteria were at an acceptable/perfect fit level. In this context, the structural equation model of the model is significant.

Table 3. Fit Indices and Values

Compliance Criteria	Perfect Fit	Acceptable Fit	Values of the Study
CMIN/Df	$X^2 / df < 3$	$3 \leq \chi^2 / df \leq 5$	2.162
CFI	$0,95 \leq CFI \leq 1,00$	$0,90 \leq CFI \leq 0,95$	0.945
NFI	$\geq 0,90$	$\geq 0,80$	0.902
TLI	$\geq 0,95$	$\geq 0,80$	0.938
SRMR	$0 \leq SRMR \leq 0,05$	$0,05 \leq SRMR \leq 0,10$	0.068
RMSEA	$0 \leq RMSEA \leq 0,05$	$0,05 \leq RMSEA \leq 0,08$	0.061

*Source: (Akman, 2023).

Table 4 shows a summary of the results of the structural equation model of the study. All hypotheses put forward in this context were found to be significant. H1= *Dark triad personality traits affect the feelings of benign and malicious envy* (DTPT→BME) hypothesis was found to be significant and positive (std. error=0.62; t value=15.236; p=0.001). H2= *Feelings of benign and malicious envy affect the organizational revenge intention* (BME→ORI) hypothesis was found to be significant and

positive (std. error = 0.050; t value = 13.651; p=0.001). H3= *Feelings of benign and malicious envy affect job performance* (BME→JP) hypothesis was found to be significant and negative (std. error = 0.058; t value = -3.243; p=0.001). The last hypothesis, H4 = *Organizational revenge intention affects job performance* (ORI→JP) was found to be significant and positive (std. error = 0.070; t value = 2.685; p = 0.007). Thus, all hypotheses were accepted.

Table 4. Structural Equation Model Results of the Study

Effect	Direction	Standardized Estimate (β)	Std. Error	t value	p value	Result
DTPT→BME	+	0.910	0.062	15.236	***	Significant
BME → ORI	+	0.836	0.050	13.651	***	
BME → JP	-	-0.516	0.058	-3.243	0,001	
ORI → JP	+	0.423	0.070	2.685	0.007	

***p<0,001.

Discussion

It is thought that the personality type of an individual shapes business processes by affecting the emotions of employees. In this context, the research model was developed, and hypotheses were created. Based on the SEM analysis, all four hypotheses developed were accepted.

Hypothesis 1, the hypothesis that dark triad personality traits affect the feelings of benign and malicious envy, was accepted (*std. error* = 0.062; *t value* = 15.236; *p* = 0.001). There is limited research with similar results in the literature. Until the study of Nguyen et al. (2021), research on the dark triad had primarily adopted a variable-centred perspective to investigate the work-related consequences of each dimension of the dark triad, thus their potential combined effects were ignored. People high in narcissism and Machiavellianism tendency are more likely to disrupt the well-being of their colleagues (Egan, et al, 2014). While benign is associated with Machiavellian behaviours, malicious envy is associated with both Machiavellian and psychopathic behaviours. Psychopaths are characterized by harsh manipulations carried out impulsively and irresponsibly. For this reason, research shows that they are more likely to show aggression towards their rivals (Jones and Paulhus, 2011; Jones and Paulhus, 2017). Chin et al. (2017) concluded that the dark triad has a positive relationship with Machiavellianism and narcissism sub-dimensions and malicious envy, and a negative relationship with benign. Lange et al. (2018) state that benign is associated with exhibiting Machiavellian behaviour at work, while malicious envy is associated with the frequency of engaging in both Machiavellian and psychopathic behaviours.

Hypothesis 2, the hypothesis that feelings of benign and malicious envy affect organizational revenge intention, was accepted (*std. error*=0.050; *t value*=13.651; *p*=0.001). Very limited studies have been found in the literature that reached similar results. Syed et al. (2022) found that people with high dark triad traits will be more willing to take revenge

compared to people who do not have these traits. Dark triads lack empathy and remorse, so they don't hesitate to use destructive patterns when handling situations, making them more likely to take revenge in envy. Hancock et al. (2023) found in their study that negative affect and desire for revenge play a role in consumers' aggressive behaviours. They determined that Machiavellianism from the dark triad promotes avoidance and negative affect, is less likely to reduce the desire for revenge, negative word of mouth, and vengeful complaining, that people with narcissistic tendencies are more likely to develop envy and desire for revenge after failure, and consumers who exhibit psychopathic tendencies are more likely to seek direct revenge.

Hypothesis 3, the hypothesis that feelings of benign and malicious envy affect job performance, was accepted (*std. error*=0.058; *t value*=-3.243; *p*=0.001). Szabo et al. (2023) investigated the relationships between dark triad characteristics and job attitude, which they consider as a sub-element of high performance. They concluded that although narcissism was not positively related to work attitude measures in all cases, it generally showed more positive relationships than Machiavellianism and psychopathy. Narcissistic employees have higher success in environments such as job interviews (Paulhus, et al., 2013). They also show higher performance in sales and creative group work (Goncalo, et al., 2010). All business situations, except a very few, require the establishment of trustworthy collaborative alliances with others- for example, team members support each other; salespeople must build lasting relationships with their customers, subordinates fulfil their obligations because they are loyal to their managers, teams and organizations; leaders are trusted by their followers-but the Machiavellians' tendency to violate principles of social exchange weakens their connections with others. They argue that Machiavellianism will be negatively related to job performance because of feeding negative emotions (O'Boyle, et al., 2012). People who

score high on dark triad assessments hold managerial positions and are more likely to receive promotions (Lainidi, et al., 2023). Envy is a way to improve personal status, it can be cheating in performance situations in an unnoticed way by others. Therefore, it can increase performance (Large et al., 2018). In their research, Lee and Duffy (2019) found that those who learned actions by observing and seeking advice from the targets they envied, and who had feelings of benign and malicious envy, achieved higher job performance levels. Küçük and Taştan (2019) concluded that the feeling of workplace envy felt by employees has a significant effect on their counterproductive work behaviours and contextual performance.

Finally, Hypothesis 4, the hypothesis that organizational revenge intention affects job performance, was also significant and positive (*std. error=0.070; t value=2.685; p=0.007*). No study has been found in the literature examining the relationship between organizational revenge and job performance. No study has been found in the literature that addresses all four variables within the scope of the research together. It is thought that this study will contribute to the literature on this subject.

Conclusion and Recommendations

Today's businesses are seeking to prevent negative business attitudes. The academic community is making efforts to find the solution of this problem. Negative behaviours include benign/malicious envy and organizational revenge. Undoubtedly, personality traits are also important in employees' work attitudes. Based on this idea, the main purpose of the research was to investigate the effect of the relationship between dark triad personality traits and benign/malicious envy on organizational revenge and job performance in academicians. In this context, the research model was developed (see Figure 1). The model was tested by analysing the data obtained from academicians. In line with the results obtained, the research model was accepted.

It seems that the dark triad personality traits of Machiavellianism, narcissism and psychopathy can affect relationships and behaviours in the work environment in different

ways. These personality traits often foster feelings of benign and malicious envy, which can increase the intention for organizational revenge and, as a result, negatively affect job performance. The relationships between factors such as feelings of benign and malicious envy, organizational revenge intention, and job performance provide an important perspective for understanding the personal characteristics of individuals and the dynamics in the work environment.

In the context of social exchange theory, individuals maintain their relationships based on reciprocity. Employees respond to the expectations of the organization if their expectations within the organization are met. At this point, their perceptions of organizational justice are of great importance. Fair practices in the organization can prevent feelings of malicious envy and the intention of organizational revenge may decrease within this framework. Individuals with high perceptions of justice can exhibit high job performance. Individuals' sense of trust in the organization can be increased thanks to fair practices in wage and promotion policies, transparency in intra-organizational communication, fair functioning in the distribution of authority and responsibilities, and objective performance evaluation criteria. Individuals working in an environment of trust can focus more on work. Retaliatory behaviours of individuals can be reduced by preventing injustice in resource distribution within and between units.

Management of differences is of great importance for individuals with different personality traits to work together in harmony. The differences of individuals should be seen as an asset, not as a cause of conflict, and individuals should be united around this common supreme goal by assigning tasks appropriate to everyone's abilities and interests and determining a common vision within this framework. In this context, leaders have great responsibilities. Accepting that everyone is unique, managing differences well and seeing diversity as an opportunity for organizational success should be the most important duty of the leader. It is necessary to build an appropriate organizational culture and organizational climate.

Every organization's culture is unique. In this sense, higher education institutions can reveal the existing potential of academicians by developing new policies within the framework of their own mission and vision and include them in the formation of this vision. Because change and innovation involve uncertainties, they can be perceived as a threat to everyone. To prevent these feelings, it is necessary to share both responsibility and success. In today's management approach, it is mentioned that there are self-managed teams where the leader is a mentor, breaking away from the classical management approach. An atmosphere should be created in which team members with different personality traits, different competencies and abilities can demonstrate their creativity by showing high performance for themselves, their teams and the organization within the win-win principle.

This study was conducted using quantitative method on academicians. More

detailed information can be obtained by using mixed methods in future studies. By considering different samples, inferences can be made about different sectors. Intersectoral comparisons can also be made.

Limitations

In addition to these basic limitations, there is also the possibility that the academicians from whom data were collected may not be realistic in their answers. Another limitation of the study is that only academics were selected as the sample. In future studies, comparisons can be made by selecting different sectors. As a suggestion, the issues can be addressed with different variables in other studies. Similarly, the research can be analysed in depth by using a mixed method. As a result, individuals may be extremely careful when sharing their private information or may engage in information hiding behaviour.

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