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FEATURE ARTICLE

The dark triad and organizational citizenship behavior in health care: The moderating role of positive emotions

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The dark triad refers to a set of personality traits characteristic of narcissism, Machiavellianism, and psychopathy. Organizational citizenship behavior (OCB) describes voluntary, cooperative actions that contribute to organizational effectiveness. A study focused on the health-care sector in Iraq investigates the therapeutic role that positive emotions might play in offsetting the negative effects of the dark triad on OCB. Data from 414 employees in four public hospitals show that the dark triad has a significant negative impact on OCB, but that positive emotions can play a role in reversing this. This finding leads to several implications for both managers and researchers. In particular, it highlights the importance of addressing the interaction between positive and negative emotions, as well as the positive organizational outcomes that potentially could result from dark triad traits.

1 | INTRODUCTION

Organizational leaders expect their employees to willingly participate in the processes and procedures that are needed to ensure the organization's survival and prosperity (AL-Abrrow, Abdullah, & Atshan, 2019; Jahangir, Akbar, & Haq, 2004). Increasingly, they also want them to manifest extra-role organizational citizenship behavior (OCB)—that is, voluntary activities that are not part of their formal job description (Williams & Anderson, 1991). Although some have argued that managers ought to develop ways to facilitate the growth of OCB (Katz, 1964), most of the time such efforts remain unrecognized by the organization's formal reward systems (Kinicki & Fugate, 2018).

Evidence shows that OCB contributes to the strength of an organization (Ahmad, Rahim, Chulan, Ab Wahab, & Noor, 2019; Luu, 2019; Pham, Tučková, & Jabbour, 2019), whether for-profit or not-for-profit (Arar & Nasra, 2019; Blondheim & Somech, 2019; Zaman, Marri, Sadozai, & Ramay, 2012). Similarly, it has been shown to have a positive effect on teamwork, employee loyalty, and job satisfaction, and that it can reduce employee turnover and absenteeism (Chahal & Mehta, 2010; He, Zhang, & Morrison, 2019).

According to agency theory, managers (agents) are the representatives of an organization, and they reflect its characteristics (Guilding, Warnken, Ardill, & Fredline, 2005). Consequently, employees will perceive any negative managerial characteristics as indicative of the organization, and this will have a negative impact on their discretionary extra-role actions. Thus, when managers think about encouraging OCB, they must consider the effect of their own personality traits on the behavior of others in the organization (Kinicki & Fugate, 2018).

Most previous studies of OCB have focused on positive personality traits, although negative traits may merit equal examination. Recently, however, researchers have begun to investigate the effect of certain negative personality traits on organizational behavior (Palmer, Komarraju, Carter, & Karau, 2017). In particular, they have addressed the so-called dark triad of narcissism, Machiavellianism, and psychopathy (Robbins & Judge, 2017).

The dark triad is often associated with its negative personal and social consequences (Bushman & Baumeister, 1998), such as unethical behavior (Amernic & Craig, 2010), moral degradation (Moore, Detert, Klebe Treviño, Baker, & Mayer, 2012), and unwillingness to accept responsibility for harm caused to others (Boddy, 2010). Because OCBs are discretionary and essentially entail an emotional response, the negative effects of the dark triad may weaken organizational citizenship (Webster & Smith, 2018). Consequently, it is important for organizational leaders to determine how to counter these effects (Skarlicki & Latham, 1996; Wu & Lebreton, 2011). Some studies indicate that although the influence of the dark triad cannot be eliminated, its effects can be mitigated by positive emotions, such as excitement, happiness, and satisfaction (Kinicki & Fugate, 2018; Williams & Anderson, 1991).

> *Narcissism comes in the form of egotism, an exaggerated view of self-importance, and a lack of empathy.*

Conducted among health-sector employees in Iraq, this study focuses on the relationship between dark triad and OCBs (Szabó, Czibor, Restás, & Bereczkei, 2018), and on the therapeutic role that positive emotions might play. The following sections review some of the previous work on these topics and introduce this study's theoretical framework. Following a description of the data collection, analysis, and results, the practical and managerial implications of this work are examined. The aim is to systematically scale the model presented here so that it can be generalized beyond the scope of the present research sample.

2 | OCB VERSUS THE DARK TRIAD

As already noted, OCB is a proactive discretionary individual action that enhances an organization's effectiveness by supporting teamwork (George & Jones, 2012). It also plays a key role in increasing efficiency and promoting a positive workplace climate (Kinicki & Fugate, 2018; Vigoda-Gadot, 2006). The view that all OCBs are voluntary is not entirely accurate, however, as at least some may arise from coercive management strategies or other social pressures (Pradhan, Jena, & Kumari, 2016; Vigoda-Gadot, 2006).

Employees' behavior at work depends on their environment and personal characteristics. These behaviors are mostly voluntary and can be categorized as either organizational citizenship or counterproductive work behaviors (Chattopadhyay, 2019; O'Brien & Allen, 2008). These contrasting forms of behavior can exist simultaneously within one individual: A person that exhibits one kind of behavior does not necessarily avoid the other (Garg, 2018; Spector, Bauer, & Fox, 2010). OCB is largely built on various precedents, such as perceived organizational justice, a level of organizational commitment, and job satisfaction. The presence of such precedents often provokes positive emotions, and their absence can lead to the opposite result (Singh & Singh, 2018).

The dark triad is a set of three interrelated personality traits: narcissism, Machiavellianism, and psychopathy (Jones & Paulhus, 2014). Representing the dark side of human behavior, these traits are often associated with unpleasant and disagreeable characters (Paulhus & Williams, 2002). Narcissism comes in the form of egotism, an exaggerated view of self-importance, and a lack of empathy (O'Boyle, Ernest, Forsyth, Banks, & McDaniel, 2012). Machiavellianism is characterized by a cold, dispassionate outlook; pragmatism; cynical and immoral beliefs; and, above all, by scheming and plotting in the pursuit of one's self-interest (Rauthmann & Will, 2011). Psychopathy is manifested by impulsivity, a lack of respect for social norms and regulatory mechanisms, a total disregard for the feelings of others, and a complete lack of guilt or remorse for the harm one's actions may cause (O'Boyle et al., 2012).

Although it is possible to analytically distinguish among the three categories of the triad, each overlaps and shares certain common themes with the others, such as a lack of empathy and a penchant for exploitation and manipulation (Brewera et al., 2018). Moreover, researchers have found that although these traits do not always occur together (Robbins & Judge, 2017), they are positively correlated with each other (Jonason, Kavanagh, Webster, & Fitzgerald, 2011). Therefore, the term dark triad is best viewed as shorthand for a set of interconnected personality traits rather than a separate phenomenon that exists in its own right (Rauthmann, 2012).

The consensus is that individuals displaying the traits of the dark triad are likely to go beyond the bounds of normal behavior in their daily lives—both personal and professional—and are more likely to do so during periods of unrest when there is a lack of social cohesion (Hogan & Hogan, 2001). Although dark triad attributes are generally viewed as undesirable, research also suggests that they can have positive aspects, such as helping an individual to build a successful career (Wisse, Barelds, & Rietzschel, 2015).

Consequently, the dark triad should not necessarily be judged solely on its negative aspects. Dark triad traits are often associated with leadership characteristics and commonly accepted measures of career success, such as a high

level of job satisfaction, rapid promotion, and a substantial salary (Volmer, Koch, & Göritz, 2016). They have also been linked to creative behavior, such as generating, promoting, and implementing new ideas (Wisse et al., 2015).

> *The dark triad is believed to be associated with negative outcomes in the workplace, such as counterproductive work behaviors and weak engagement.*

Even when viewed in isolation, the elements of the dark triad can have a positive side. Narcissism, which can be characterized by courage, creativity, a love of freedom, a willingness to ignore convention, and the investment of emotional energy (Maccoby, 2003), has been shown to be closely associated with the emergence of leaders (Brunell et al., 2008). Narcissistic individuals can also be highly creative and effective at influencing others in the workplace (Goncalo, Flynn, & Kim, 2010; Spain, Harms, & Lebreton, 2014). Similarly, psychopathy has been shown to be positively associated with charisma and presentation style (Babiak, Neumann, & Hare, 2010). Finally, Machiavellianism has been shown to be associated with high levels of job commitment (Zettler, Friedrich, & Hilbig, 2011).

3 | THE ROLE OF EMOTION

Organizational studies have paid particular attention to the role of emotions in the workplace (Ashkanasy & Humphrey, 2011). Emotions are an integral part of organizational life (Ashforth & Humphrey, 1995), and managers must recognize that employees' emotions help to shape organizational realities (Rafaeli & Worline, 2001). In fact, emotions can trigger the behavioral and cognitive changes that can enable individuals to respond appropriately to environmental conditions (John & Eng, 2014). Because emotion cannot be separated from the workplace, the study of emotions in the workplace is now considered essential to organizational leaders who want to capitalize on employees' potential (Briner, 1999).

Zajonc (1985) describes emotions as reactions to events. The consensus is that emotions involve an interaction between cognitive and non-cognitive neural systems. Research has shown that negative as well as positive emotions emerge in different situations (Feather, McKee, & Bekker, 2011). For example, individuals with negative emotions are more likely to react to the pressures surrounding them with jealousy and envy, which motivates them to withdraw (Vecchio, 2000). Therefore, the negative emotions that can result from the personality traits associated with the dark triad may provide the rationale for linking those traits with counterproductive organizational behaviors (Wu & Lebreton, 2011).

Some view the presence of negative emotions and behaviors as characteristic of the absence of positive emotions (AL-Abrrow et al., 2019; Łowicki & Zajenkowski, 2017). Negative emotions are correlated with counterproductive behaviors (Eissa, Lester, & Gupta, 2019). In contrast, positive emotions are an important indicator of positive behaviors, such as organizational citizenship and loyalty. Positive emotions play an important role in the success of organizations through their beneficial impact on performance, organizational citizenship, and loyalty (Özkoç & Çalışkan, 2015). It also appears that they may help offset or counteract the effects of negative emotions. For example, psychopathic, narcissistic, and Machiavellian are mitigated by positive behaviors in the workplace (Webster & Smith, 2018).

> *If organizational leaders truly want to understand what affects employees, they need to consider the emotional states of those who work for them.*

Observations such as these might lead one to believe that positive or negative emotions will always lead to fixed outcomes; however, excess positive emotions may lead to negative results, and vice versa. For example, pride can lead to positive results, but may also make a leader disregard followers' feelings (Lindebaum & Jordan, 2012).

3.1 | The impact of negative work behavior

The dark triad is believed to be associated with negative outcomes in the workplace, such as counterproductive work behaviors and weak engagement (Webster & Smith, 2018), and has been shown to influence job performance (McLarty, 2015). Meanwhile, OCB is a key to achieving high levels of organizational effectiveness (Szabó

et al., 2018). Therefore, it is important to study the impact of the dark triad on OCB.

Many organizations suffer from counterproductive work behaviors, and the resulting losses are estimated to be large (Cohen, 2016). To avoid or compensate for these losses, organizations rely on employees to engage in OCB in their everyday activities, and to do so without expecting any direct compensation from the organization (Spector & Fox, 2010). However, in the presence of negative emotions that are evoked by the dark triad, such as fear, harassment, and humiliation, it is no longer reasonable to expect employees to continue to practice organizational citizenship (Parker, 2019). These observations lead to:

H1 *The dark triad is negatively related to organizational citizenship behavior.*

3.2 | The moderating role of positive emotions

Personality is an important factor in determining why employees behave the way they do; it is part of what determines whether they have favorable or unfavorable attitudes toward their jobs and their employers (van den Berg & Feij, 2003). Since everyone has their own way of dealing with things, working with others requires an appreciation of how people might differ from each other. To be able to influence the feelings, thoughts, and actions of employees, organizational leaders need to understand these variations in individual behavior (George & Jones, 2012). Psychologists argue that emotions play an important role in the workplace, and that if organizational leaders truly want to understand what affects employees, they need to consider the emotional states of those who work for them (Briner, 1999).

Emotions—both positive and negative—result from specific situations. They are acute feelings associated with a specific or prior issue that affects thought processes and behavior (George & Jones, 2012). Negative emotions are usually associated with negative behaviors (Kim, Jung, &

Lee, 2013; Vecchio, 2000; Wurmser & Jarass, 2008), while positive emotions are most often associated with positive behaviors (Fisk & Friesen, 2012; Kinicki & Fugate, 2018). As emotions have a significant influence on individuals' behavior, an understanding of the relationship between negative and positive behavior can help managers achieve their goals, such as supporting OCB. These observations lead to:

H2 *Increasing positive emotions reduces the negative impact of the dark triad on organizational citizenship behavior.*

Hypothesis 1 and Hypothesis 2 are combined in the conceptual framework that serves as a model for this study (**Exhibit 1**).

4 | EXPLORING EMOTIONS AND BEHAVIOR IN HEALTH CARE

The impact of emotions on OCB is of vital importance in health-care settings, where employees are expected to execute their responsibilities with compassion and to voluntarily go beyond their official roles in the best interest of their patients and families. Ironically, many managers who come from professional backgrounds such as medicine believe that employees' emotions are not directly related to their work and, therefore, are of secondary importance. Thus, there is a need to assess this perception on the ground and close the gap in research in this area. This is particularly essential in understudied parts of the world, such as Iraq.

In response to these issues, researchers distributed questionnaires to 500 randomly selected employees at four public hospitals in Basrah, Iraq. Of the 500 questionnaires, 414 were returned with valid responses, yielding an 82% response rate. The characteristics of the respondents are given in **Exhibit 2**. The following factors were assessed:

- Dark triad—A 24-item scale (Jonason & Kroll, 2015; Knight, Dahlen, Bullock-Yowell, & Madson, 2018; Maghsoudi, 2016) was used: eight items addressed the

EXHIBIT 1 The effect of the dark triad on OCB and the role of positive emotions
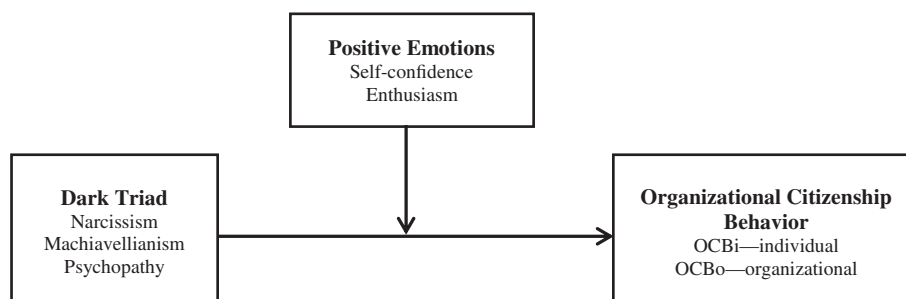
EXHIBIT 2 Respondent demographics

Category	Characteristic	Frequency	Percentage
Job title	Physician	89	21.5
	Nurse	183	44.2
	Administrative staff	142	34.3
	Total	414	100
Gender	Male	267	64.5
	Female	147	35.5
	Total	414	100
Age	<20	35	8.4
	20 to <30	80	19.3
	30 to <40	105	25.4
	40 to <50	96	23.2
	50 or more	98	23.7
	Total	414	100
Educational level	Secondary school	187	45.2
	Technical training diploma	84	20.3
	Bachelor's degree	97	23.4
	Master's or PhD	46	11.1
	Total	414	100
Years of experience	<5 years	107	25.6
	5–10 years	144	34.8
	>10 years	164	39.6
	Total	414	100

dimension of narcissism, eight had to do with Machiavellianism, and eight dealt with psychopathy.

- Positive emotions—The measure created by Vecchio (2000) and the criteria from Lindebaum and Jordan (2012) were used. There were 16 elements in this scale: eight on self-confidence and eight on enthusiasm.
- OCB—An 18-item scale was used to measure this dependent variable (Kowal, Keplinger, & Mäkiö, 2018; Szabó et al., 2018). It consisted of 18 elements addressing the two dimensions of OCB: nine on the organizational citizenship behavior of individuals (OCBi) and nine on the OCB of the organization (OCBo).

4.1 | Statistical results

Cronbach's α was used to determine internal consistency, Pearson's correlation coefficient was used to determine the direction of the relationship between variables and dimensions, and path analysis was used to verify the effect of hypotheses on a variable. Finally, hierarchical regression was used to test the mediating role of positive emotions in the study model. The means, *SD*, and correlation coefficients between variables are given in **Exhibit 3**. The *SD* results are small, indicating that there was little dispersion in the data. The correlation statistics do not suggest any problems of multicollinearity (i.e., when one variable is closely correlated to another), as all correlation coefficients are less than .60 (Anderson & Gerbing, 1988).

EXHIBIT 3 Descriptive statistics and correlations

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1	Machiavellianism	3.64	0.798	1									
2	Narcissism	3.66	0.899	.562**	1								
3	Psychopathy	3.47	0.748	.476**	.543**	1							
4	Enthusiasm	3.24	1.046	−.289**	−.153**	−.141**	1						
5	Self-confidence	3.34	1.066	−.093*	−.130*	−.143**	.563**	1					
6	Organizational citizenship behavior-individual	3.02	1.058	−.210**	−.094*	−.173**	.502**	.541**	1				
7	Organizational citizenship behavior-organizational	3.14	0.941	−.178**	−.125**	−.159**	.448**	.600**	.551**	1			
8	Dark triad	3.59	0.676	.519**	.565**	.596**	−.254**	−.078	−.119*	−.123*	1		
9	Positive emotions	3.29	0.963	−.303**	−.199**	−.100*	.590**	.514**	.583**	.576**	−.479**	1	
10	Organizational citizenship behavior	3.08	0.935	−.433**	.236**-	−.111*	.509**	.522**	.543**	.528**	.500**-	.576**	1

Note. * = $p \leq .05$, ** = $p \leq .01$.

Convergent and discriminant validity were used to assess the validity of the constructs for each scale. Convergent validity refers to the degree to which the indicators of a specific construct, which theoretically should be related, are in fact related. It can be assessed using three criteria: factor loadings, construct reliability, and average variance extracted (Fornell & Larcker, 1981). The factor loading should exceed 0.5; in ideal conditions, it should exceed 0.7. The average variance extracted (AVE) should exceed 0.5, and the construct reliability, Cronbach's α, should be higher than 0.7 (Hair, Black, Babin, & Anderson, 2009). The results (**Exhibit 4**) show that all items obtained good factor loading values, and that the AVE values were also good, indicating a valid convergence for those scales. The results also show that the composite reliability (CR) coefficient and the value of Cronbach's α exceeded the acceptable value of 0.7.

Discriminant validity refers to whether concepts or measurement items that are supposed to be unrelated are, in fact, unrelated. The discriminant validity of the measures was assessed using squared correlations (SC) and AVE (Hatcher, 1994). An acceptable level of discriminatory validity is reached when the AVE of each of the two variables is higher than the SC between them (Hair et al., 2009). The results (**Exhibit 5**) show that the AVE values were higher than the SC values for each pair of variables measuring a different dimension of the main variables (sub-concept), indicating discriminant validity for those scales.

Structural equation modeling (SEM) was used to code and analyze the data through a two-stage modeling process (Anderson & Gerbing, 1988). First, a confirmatory measurement model was tested to assess the adequacy of the individual items and the composites according to measures of reliability, validity, and goodness of fit. After this, SEM was used to test the structural model.

Positive emotions can reduce employees' anxiety about negative behaviors, and encourage them to act in the interest of the organization, rather than to prioritize their own concerns.

To test how well the data fit the measurement and structural models, the traditional goodness-of-fit model indices were used: the incremental fit index (IFI), the Tucker–Lewis index (TLI), and the comparative fit index (CFI). Values of these indices range from 0.0 to 1.0, with values exceeding 0.9 indicating a good fit (Byrne, 2010). Chi-square (χ^2)/df and the root square mean square error of approximation (RMSEA) also were used. The value of χ^2/df had to be less than 2 and the value of RMSEA less than 0.08 (Hu & Bentler, 1999).

Four models were tested. The first was to place all variables on one latent factor. The second was to place two variables, the dark triad and positive emotions, on organizational citizenship behavior. The third was to make positive emotions a moderating variable. In the fourth, positive emotion was made a mediating variable. Confirmatory factor analysis (CFA) was conducted to examine the convergent validity and discriminant validity of the four models before the hypotheses were tested. The results (**Exhibit 6**) show that Model 3, in which positive emotions act as a moderator, had the best indicators. Therefore, it was selected for use in the study.

4.2 | Testing the hypotheses

The hypotheses were tested using the SPSS PROCESS macro, as suggested by Hayes (2013). The results (**Exhibit 7**) show that the two main hypotheses were accepted. This indicates that there is a negative relation between the dark triad and organizational citizenship behavior (H1: $p < .01$) and that there is a moderating role for positive emotions (H2: $p < .01$).

A test of the effect of the dimensions of the independent variable on the dependent variable shows that, apart from H1c and H2c, the sub-hypotheses for the two main hypotheses were accepted (**Exhibit 8**). This indicates that narcissism and Machiavellianism have a negative effect on OCB (H1a, H1b: $p < .05$), and that positive emotions play a moderating role in transforming a negative effect into a positive one (H2a, H2b: $p < .01$).

5 | THE EFFECT OF EMOTION ON THE DARK TRIAD

In line with the work of McLarty (2015), this study shows that the dark triad is negatively associated with OCB. Contrary to arguments that individuals possessing the characteristics of the dark triad might engage in OCB to achieve their own goals, the results here show the opposite: There is a significant negative correlation between most of the features of the dark triad and organizational citizenship.

In examining the moderating role of positive emotions in weakening the adverse impact of the dark triad on

EXHIBIT 4 Convergent validity

Factors	Items	Factor loading	AVE	CR	Cronbach's α
Narcissism	Nar1	.939**	0.866	.978	.944
	Nar2	.942**			
	Nar3	.942**			
	Nar4	.942**			
	Nar5	.942**			
	Nar6	.899**			
	Nar7	.922**			
	Nar8	.914**			
Machiavellianism	Mak1	.937**	0.844	.973	.957
	Mak2	.917**			
	Mak3	.897**			
	Mak4	.877**			
	Mak5	.857**			
	Mak6	.931**			
	Mak7	.976**			
	Mak8	.953**			
Psychopathy	Psy1	.836**	0.735	.942	.897
	Psy2	.803**			
	Psy3	.803**			
	Psy4	.803**			
	Psy5	.803**			
	Psy6	.925**			
	Psy7	.931**			
	Psy8	.936**			
Enthusiasm	Enth1	.887**	0.813	.966	.921
	Enth2	.918**			
	Enth3	.888**			
	Enth4	.921**			
	Enth5	.847**			
	Enth6	.922**			
	Enth7	.913**			
	Enth8	.914**			
Self-confidence	Con1	.936**	0.846	.974	.941
	Con2	.921**			
	Con3	.933**			
	Con4	.912**			
	Con5	.923**			
	Con6	.911**			
	Con7	.921**			
	Con8	.901**			
Organizational citizenship	OCBi1	.877**	0.816	.970	.912
	OCBi2	.901**			

EXHIBIT 4 Continued

Factors	Items	Factor loading	AVE	CR	Cronbach's α
behavior-individual	OCBi3	.891**			
	OCBi4	.919**			
	OCBi5	.898**			
	OCBi6	.909**			
	OCBi7	.908**			
	OCBi8	.907**			
	OCBi9	.918**			
Organizational citizenship behavior-organizational	OCBo1	.923**	0.830	.973	.932
	OCBo2	.922**			
	OCBo3	.918**			
	OCBo4	.915**			
	OCBo5	.929**			
	OCBo6	.908**			
	OCBo7	.879**			
	OCBo8	.897**			
	OCBo9	.905**			

Note. $* = p \leq .05$, $** = p \leq .01$.
Abbreviations: AVE, average variance extracted; CR, composite reliability.

EXHIBIT 5 Discriminant validity

Variables	AVE	SC
Nar ◀▶ Mak	0.855	0.315
Nar ◀▶ Psy	0.801	0.295
Mak ◀▶ Psy	0.790	0.227
Enth ◀▶ con	0.830	0.317
OCBi ◀▶ OCBo	0.823	0.304

Abbreviations: AVE, average variance extracted; Con, self-confidence; Enth, enthusiasm; OCBi, organizational citizenship behavior-individual; OCBo, organizational citizenship behavior-organizational; Mak, Machiavellianism; Nar, narcissism; Psy, psychopathy; SC, squared correlation.

OCB, the study also shows that positive emotions can play a role in reversing the negative effect of narcissism, Machiavellianism, and psychopathy. Positive emotions can reduce employees' anxiety about negative behaviors, and encourage them to act in the interest of the organization, rather than to prioritize their own concerns. The broad implication of this observation is that negative emotions degrade an organization's performance, while positive emotions are likely to enhance it. This is consistent with previous findings (Avey, Wernsing, & Luthans, 2008).

As the study was undertaken in four hospitals in a single developing country, the extent to which these

findings can be generalized is limited, however. To address this shortcoming, similar studies should be conducted in other contexts, such as commercial organizations and/or health-care settings in other countries. It is also important to note that the moderating effect of other variables, such as perceived organizational support, was not included in this study. Therefore, an evaluation of the influence of additional variables should be investigated in any future research. Finally, this survey shows what was happening only at one point in time. Further longitudinal studies would be needed to assess how the effects identified here might change over time. Yet despite these limitations, the study does highlight some important managerial and theoretical issues.

5.1 | Implications for managers

Understanding the ways in which organizations can enhance their effectiveness based on employees' behaviors, as well as the personality traits and influences that drive those behaviors, is clearly important (Chiaburu, Oh, & Marinova, 2017). Because emotions are an integral

part of organizational life, one of managers' prime responsibilities should be to oversee the emotional state of their employees. Historically, that type of management was considered a core skill. Today, however, many managers consider emotions to be of secondary importance and not related to work. This is especially true for managers from technical or professional backgrounds, such as medicine or engineering.

Some contend that organizational leaders can control employees' behaviors by creating a climate that evokes positive emotions in employees (Wallace, Popp, & Mondore, 2006). Although management styles differ according to the individual manager's personality, there are many specific steps that can be taken to regulate emotions and even to encourage positive ones.

For example, not ignoring problems and dealing with complaints is a powerful mechanism for fostering positive emotions. Likewise, attention to the emotional

EXHIBIT 6 Confirmatory factor analysis

Models	X^2/df	RMSEA	IFI	TLI	CFI
Model 1	8.946	2.05	0.587	0.540	0.585
Model 2	6.221	1.18	0.752	0.698	0.744
Model 3	2.101	0.08	0.912	0.902	0.910
Model 4	3.221	1.02	0.845	0.812	0.832

Abbreviations: X^2, chi-square; CFI, comparative fit index; df, degrees of freedom; IFI, incremental fit index; RMSEA, root mean square error of approximation; TLI, Tucker–Lewis index.

EXHIBIT 8 Test of sub-hypotheses

Path	β	SD	t	p
Narcissism → OCB	−.191	0.067	−2.851	.012
Machiavellianism → OCB	−.171	0.072	−2.375	.021
Psychopathy → OCB	−.127	0.076	−1.671	.157
Narcissism × positive emotions → OCB	.330	0.066	5.101	***
Machiavellianism × positive emotions → OCB	.270	0.069	3.913	.010
Psychopathy × positive emotions → OCB	.104	0.071	1.464	.264

Note. * = $p \leq .05$; ** = $p \leq .01$; *** = $p \leq .001$.
Abbreviations: β, standardized regression coefficient; OCB, organizational citizenship behavior; p, level of statistical significance; t, calculated value of t.

EXHIBIT 7 Test of hypotheses

Independent model summary							
Hypothesis 1	β	SD	t	p		Result	
Dark triad → OCB	−.645	0.965	3.895	***		Supported	
Moderating model summary							
Moderation model summary	R	R^2	MSE	F	p	R^2-chg	
	.690	.476	0.461	124.31	.000	.0175	
Hypothesis 2	β	SD	t	p	LLCI	ULCI	Result
Positive emotions → OCB	.177	0.092	1.919	.109	0.148	0.205	Supported
Dark triad → OCB	−.162	0.084	−1.928	.092	−0.122	−0.202	
Interactive → OCB	.342	0.068	5.029	***	0.288	0.396	

Note. * = $p \leq .05$; ** = $p \leq .01$; *** = $p \leq .001$.
Abbreviations: β, standardized regression coefficient; MSE, mean squared error; OCB, organizational citizenship behavior; p, level of statistical significance; R, correlation coefficient; R^2 = R squared or coefficient of determination; t, calculated value of t.

aspects of a job through human resources procedures can contribute to creating positive emotions. An imbalance between the positive and negative aspects of an organization's administration can affect employees' ability to deal with emotional and behavioral concerns, which in turn can trigger behavioral problems (Mathur, Nathani, & Dubey, 2013; Zivnuska, Kacmar, Witt, & Carlson, 2004). Thus, striking an appropriate balance between reward and punishment in an organization can contribute to the dissemination of positive emotions.

This suggests that hospital administrators must consider the impact of workplace emotions on employees' performance. By showing empathy and addressing employees' concerns, they will help eliminate negative emotions on the job, thereby preventing counterproductive behaviors and promoting positive ones. Aligning work practices with employees' personal traits will also help promote the type of emotions that lead to positive work behavior.

5.2 | Theoretical implications

Different situations will evoke different emotional, cognitive, and behavioral responses. In general, if the emotions are negative, the situation becomes worse, and vice versa. Yet, even the personality traits associated with the dark triad can have positive effects through their association with creativity and job satisfaction. Therefore, managers should not only view the elements of the dark triad in terms of their negative aspects, but also should recognize that when they are linked to positive emotions, there is the possibility of obtaining positive outcomes for both employees and the organization.

As already noted, most of the previous studies on OCB have focused on positive personality traits, while negative traits, such as those associated with the dark triad, have been overlooked. Although it clearly is important to prioritize the positive emotions that can change employees' behavior, neglecting the role that negative emotions play in employees' reactions risks oversimplifying a complex situation.

5.3 | The way forward

The results of this study show that the positive emotions of individuals and managers can have a significant impact on their behavior, including OCB. This affects the performance of the organization as a whole, which in turn strengthens employees' attitudes toward their employer and work environment. The results of this study provide managers and academics with an explanation of how the positive emotions of individuals can

affect their behavior and how this may offset some of the negative outcomes associated with the dark triad.

Although further work in this area needs to be done, this study indicates that in both practical and theoretical terms, researchers need to pay closer attention to the interaction between positive and negative emotions in the workplace. Similarly, any future analyses should consider the positive outcomes that narcissism, Machiavellianism, and psychopathy potentially could generate in an organization, given the right circumstances.

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