



The impact of Psychopathic Leaders on employees' Performance and the mediating role of Organizational Citizenship Behavior

Saqib Khan^a, Mubashir Ahmad^{b*}, Talha Javed^c, Yaser Arafat^d, Samina Rafique^e

Department of Management sciences, Northern University, Nowshera, Pakistan, Pakistan.*Email: mubashir@northern.edu.pk

Abstract: A Psychopathic leader comes under the umbrella of psychopathy. From scientific and theoretical views psychopathy is a widely contested concept which shows that psychopathy is the evidence of psychology and psychiatry but it also plays an important role in other disciplines as well such as management and criminology. Psychopath is a long historical concept but still owned a conceptual confusion in minds, according to many writers psychopathic behavior is type of irregular behavior which is different from mental illness and has no relation with psychosis behavior. A working environment tends to be hostile and hardly affects the employees performance when the leaders are psychopath and adopts negative leadership behaviors, here we comes to identify a psychopathic leader who own characteristics like egotistical, conscience deficiency and they have unemotionally and brutally approach to life [1]. According to statistics 1% people of the universe consisting psychopathic traits and approximately 3.5-4% CEO's, managers and business leaders are psychopaths when studying the business environment. This paper is investigating results how such leaders' impact employee performance, with or without mediating role of OCB.

Keywords: Psychopathic leaders, employee, performance, organizational citizenship behavior.

1. Introduction

1.1. Problem statement

The impact of psychopathic leaders on employee performance, and psychopathic leaders and employee performance are mediated by organizational citizenship behavior (OCB) are the main problems under the eye of this study (Ahmed et al., 2014).

1.2. Objectives of the Study

- To analyze how the psychopathic leader's impact is perceived by the employees?
- To study history, concepts and theories of psychopaths.
- To find out the influence of psychopathic leaders on employee performance.
- To find mediating role of OCB between psychopaths and employee performance.

1.3. Scope of the study

The study presents a wider scope, firstly being a major issue to certain groups, communities and corporations the study identifies cause and impact, secondly as a study of personality traits the paper is a self-improvement guide. In addition why psychopaths are hired, what are the proper consequences and how they successfully operate? Lastly test results are provided in regards of proposed hypothesis.

1.4. Significance of the study

The study contributes to the field of criminology, forensic science, management and of course to psychology. Analyzing and investigating about psychopaths and OCB are such variables which provide insights to managers, leaders and firms consist of psychopaths. Scholars of psychology and management will take maximum benefit from the study.

1.5. Hypothesis

In support of theoretical framework and evidence from literature helps to establish following research hypothesis:

H₁: Psychopathic leaders have negative significant relationship with employees' performance

H₂: The impact of psychopathic leaders on employee performance is partially mediated by organizational citizenship behavior (OCB).

1.5.1. Theories of Psychopaths

When studying and discovering new about psychopathy, one need to understand the basics and to acknowledge what the term psychopathy and psychopaths refer to. "The psychopathic individual has been defined contrarily but has the same ideologies. A definition says that a psychopathic person is one who is "asocial, self-focused, violent person with a dangerously instable personality who wants excitement, feels dirty and has no sympathy for others and could not form meaningful relations with others." These particular personality characters have become the basics to supports for the foundation of psychopathy as a concept of criminal behavior [2].

Monoamine oxidase-A gene, also side to be "warrior gene" is that gene which deals with aggression and antisocial behavior, research says that this gene is commonly found in psychopaths [2]. There are few theories developed on the context of psychopaths behavior.

1.5.2. Theory of mind and psychopathy

Theory of mind and psychopathy has interrelation; these both are the branches of cognitive science. Theory of mind describes that how an individual attribute to mind state and how did we predict the action of other person with mental state. Simply we can say that mind theory is all about dealing with mental abilities and all with mentalistic forces. Such mental characteristics are owned by all humans from the birth and we use it to treat others, this is a psychological state and process. In this way we try to anticipate and explain the agent's behavior. Conclusively these characteristics of mind are also called psychology treats and few other names such as intuitive psychology, folk psychology by philosophers.

1.5.3. Sociological Theory of Psychopathy by Harrison G. Gough (1948)

A person who fails to fulfill social demands, and cannot cooperate with others or refuses others who is dishonest, who is rational with negative behavior, who shows low quality judgments and narrow expressions and is guilty and unable to appreciate other's reaction and his/her behavior does not accept others reactions has been discussed and identified by sociological and psychopathically researches.

The author worked upon social and psychological aspects and derives the theory says 'psychopath is an asocial person'. The concept is itself sociological and may be integrated with extensive research such as already carries out a long this line[3].

1.6. Symptoms of Psychopaths

A psychological condition which identifies the core characteristics of individuals like they are empathy-less for the feelings of others, they have willingness and eager to have gains always for which they goes through immoral actions as well, they are very selfishness. These attributes are the labels of psychopaths. Psychopaths are not fear and have guilty responses.

Psychopath's characteristic profile

Some bad consequences of Psychopaths

Abuse people (ridiculing public and performance).	Intimidating employees
Intentionally nasty spreading of lies around.	Due to psychopaths employees mislay their jobs
Full of faults	Liabilities rises
Lies for self-prize	Investments loss of shareholders
Manipulate others and create tensions	Credibility downfall
Love to blame others very quickly	Wastage of time
Do negative encouragements	Counterproductive action by employees
Takes reward for other's work	workload rises
Steals works	tough work line
Do not take responsibilities for their mistakes.	low job satisfaction of employees
Goes through such expectations which causes just failure not else.	corporate social responsibility gets down
Cannot attend meetings with more than one employee or directly refuse this.	employees leave jobs
Cannot guide a single victim.	Absenteeism
Take off other's privacy.	Conflict, shouting's, vulgarity like action took place.
Develops non tacit ideas.	
Self-oriented and emotional.	
Ethic less and illegal deals.	

2. Literature Review

2.1. Psychopathic Leaders and Employee Performance

Studied and analyze the impact of psychopaths on employee satisfaction and commitment, the study is based on 153 samples, the fallouts exposed that subordinates who are working with leaders in an industry or any corporation called industrial psychopaths and corporate psychopaths have a habit of negative work attitudes. Job satisfaction of subordinates was hardly negative effected by supervisor's subclinical psychopathy, the element also effects the employees satisfaction from supervisor and their organizational commitment [4].

According to (Bogdanovic & Cingula, 2015) [5] worked upon the dark triads of management students, the paper is based on questionnaire measurement which adopts, [6] measurement instrument that includes 9 items for Machiavellianism measuring, 9 for narcissism and 9 for psychopathy. The sample consist of 150 students who were the professional students of Economics departments in university of Croatia, conclusively the results of Croatia university were compared to the students results of Canadian university, the comparison shows significant differences of dark trait variables.

Research further concludes that Dark triad persons (especially managers/business leaders) are very dangerous to the organization because in the presence of such leaders a good and constructive business environment is not possible. Therefore every organization need to work on the minimizing the effects of dart traits persons. This paper aims to raise awareness in rolled managers that dark traits are to create potential problems for organizations and they need to take steps to avoid such individuals and make corrective actions.

(Lee, Salekin, & Iselin, 2010) [7] studied the Psychopathic traits in youth. The study was based on a model and analysis were made on the bases of three cluster identification in sample of male who were owned a variety of psychopathic traits. One group judged to be more dangerous who showed high psychopathic traits and more negative personality while the low psychopathic group were judged to be less dangerous because they showed positive personality traits and were less psychopaths..

collect data from 232 participants for the purpose to analyze the impact of leaders' triads on employee performance. In the study it is derived that psychopathy has an insignificant relationship with followers performance, in addition the studied variables (Performance, OCB, CWB (IDS & ODS) has strong correlations[8]. Using the 12-item Dark Triad Dirty Dozen [9], Counterproductive Behavior (CWB) using [9] 7-item Interpersonal Deviance Scale (IDS) and 8 items from the original 12-item Organizational Deviance Scale (ODS), Organizational Citizenship Behaviors (OCB) using the 6 altruism items from [10] measure and Performance based on [11]productivity measure scales.

2.2. OCB and Employee Performance

(Organ, 1988) [13] developed an OCB five dimensions model which consist of five factors. According to his study the five major factors are humanity, conscientiousness, courtesy sportsmanship and civil virtue. The five dimensional model helps understand the OCB and creates 24 items for test. After this fruitful work of Organ, Williams & Anderson come up with two dimensional model of OCB which consist of OCB-I and OCB-O pointing out the individual OCB and organizational OCB respectively. On the base of this model the [13] proposed that the first two factors of five dimensional model humanity and care are pointing to individual OCB and the other three are pointing to Organizational OCB. This is as the same method as Smith, [10] had, they divided OCB-I as specific and OCB-O as general. Podsakoff and some other writers did divide OCB in several dimensions; they come up with seven factors which are helping behavior, sportsmanship, organizational devotion, organizational compliance of individual initiative, civic virtue and self-improvement.

Huak, Pivi and Hassan, (2015) [14] studied the impact of OCB in Malaysian restaurants, the specification is to identify the influence of OCB dimensions on employee performance, satisfaction and turnover intention this research was conducted in dining restaurants of Malaysia, the research is followed of quantitative approach of research. The data was collected through a questionnaire in which they used nonrandom technique of convenience sampling. In total of 112 respondents they analyses the data of 100 questionnaires. The research did confirm its alternative hypothesis says that employee job commitment, satisfaction, and turnover intentions have a significant relationship with OCB dimensions. The research says that OCB factors effects employee's values of job [15].

Whiting, Podsakoff, & Pierce, (2008) [16] when worked on eight different samples they concluded that 9.3% of the disparity in employee performance is clarified by assign tasks and responsible behavior while 12% of the variation in employee performance is the result of extra role or can say due to OCB. This is the proof of that mangers take care of OCB and they notice and evaluate the OCB behavior. For this fact the other reason is that managers do evaluate the performance of employees [10] . OCB also makes the manager's job easier and comfort in evaluation.

Shahzad, (2011) [17] developed an OCB model where he did analysis of university teachers from developed and developing countries. The data was collected through structure questionnaire. Data analysis was made which includes Cronbach alpha values, ANOVA, correlation among variables and stepwise regression analysis to find the effects of mediator. The results of the study went as the literature says that there exist a significant and positive correlation among management dimensions and OCB. The age, designation, gender, tenure and qualification had some mean differences; these were the outcomes of both Pakistan and England. Affective organizational commitment explains 48.1% and 7.6% variation in OCB in England and Pakistan respectively. At other hand the HRM practices has an almost same influence on OCB which is 20.2% and 19.9% in England and Pakistan each. The mediating role of affective organizational commitment between HRM practices and OCB is partially supported in Pakistan and fully supported in England.

2.3. Theoretical framework

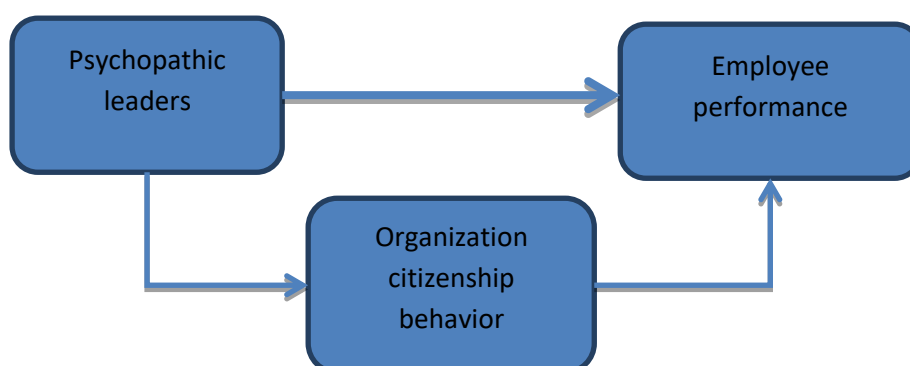


Figure 1. Theoretical Framework

The above model shows all three variables how they affect each other, the model clarifies that psychopathic leaders tend to impact employees performance and thus this impact is partially mediated by organization citizenship behavior(OCB). Variables are labeled as dependent variable (employee performance) independent variable (psychopathic leaders) and the mediator variable (OCB).

2.4. Variable definitions

2.4.1. Psychopathic leaders

The phrase 'psychopathic personality' signifies mental abnormality resulting antisocial behavior [18].

According to (Dolan & Fullam, 2010) [19]Psychopaths are those individuals who have some abnormal brain functions like: consciousness, lack of empathy and feeling less. These mental abnormalities have an impact on their physical condition and they display characteristics like: strange, cold tempered, self-centered. More broadly the psychopathy is related to violent, negative and antisocial behavior [20].

2.4.2. Employee performance

Generally the output of employees, the variable of main interest what every business or team leaders want of their employees a better performance. Personal characteristics do affect the performance of employees and the business outcomes is studied long and has evidence from literature [21]. In this regard healthy characteristics of personality have good impact on performance and creates constructive and fruitful business climate.(Sager & Ferris, 1986; Young et al., 2002) [21-22], where at other hand negative behavior and miss supervision have bad impact on performance and most of things go destructive at all [23].

2.4.3. Organizational citizenship behavior (OCB)

Organizational citizenship behavior (OCB) is that specific behavior of a person's which is performed voluntarily and is not assign by organization or job and is not the part of their employment contract. This is how organizational and industrial psychology deals with OCB.

2.5. Hypothesis

In support of theoretical framework and evidence from literature helps to establish following research hypothesis:

H₁: Psychopathic leaders have negative significant relationship with employees' performance

H₂: The impact of psychopathic leaders on employee performance is partially mediated by organizational citizenship behavior (OCB).

3. Methodology

For this study, i employed a methodology of quantitative research steps; primary data is gathered through structured questionnaires which include 26 items from Levenson Self-Report Psychopathy Scale (LSRPS) for assessing psychopathy, The LSRP was developed in 1995 for use in psychological research, 20 items from [24] for OCB. To measure the tendency of employee performance we adopted 5 items from [25].

3.1. Population

For analyzing the significance of proposed model we populated District Nowshera of Khyber Pakhtunkhwa (KPK) Pakistan. At the targeted population we come across business organizations, educational institutions, communities, and political departments.

3.2. Sample

Our target sample size was 100 psychopathic individuals but for the purpose we distribute more than 150 questionnaires as firstly psychopaths were to be identified. Due to certain reasons the response was 110 out of which 62 were identified as psychopaths.

3.3. Sampling technique

Khan, Ahmad, Javed, Arafat & Rafique; The impact of Psychopathic Leaders on employees' Performance and the mediating role of Organizational Citizenship Behavior

Sample is driven by using Convenience sampling technique; this is because of close availability of sample and of more advantages.

3.4. Data collection methods

Gathering information and measuring their results according to targeted variable in systematic way refers to data collection. They are of two types.

3.4.1. Primary data

Primary data is collected through structured questionnaires which include 26 items from Levenson Self-Report Psychopathy Scale (LSRPS) for assessing psychopathy; The LSRP was developed in 1995 for use in psychological research, 20 items from [24] for OCB. To measure the tendency of employee performance we adopted 5 items from [25].

3.4.2. Secondary data

The data from previous work done, also called the second handed data. We collect secondary data from Books, journals, articles, research papers and online data sources such as online libraries in support of our research.

3.5. Analysis tool

Through SPSS 16.00 correlation among variables and regression analysis is made possible.

4. Data Analysis

Firstly the collected data was putted to calculation to find out psychopaths, in result 62 out of 110 respondents were noted as psychopaths who score more than 50% on LSRPS. The data of those 62 questionnaire were coded in excel sheet and then transferred to SPSS for analysis purpose, lastly through SPSS we derived correlations among variables and regression analysis to test the proposed hypothesis.

4.1. Correlations

In correlation test we find that how our variables correlate with each other and what is the extent of their significance, furthermore we test the multicollinearity issue.

Table 1. Correlations

		Gender	age	designation	qualification	OCB	Psychopaths	Performance
Gender	Pearson Correlation	1						
	Sig. (2-tailed)		.					
	N	62						
Age	Pearson Correlation	.217	1					
	Sig. (2-tailed)	.090						
	N	62	62					
designation	Pearson Correlation	-.124	-.219	1				
	Sig. (2-tailed)	.336	.087					
	N	62	62	62				
qualification	Pearson Correlation	-.122	-.318*	.083	1			
	Sig. (2-tailed)	.343	.012	.522				
	N	62	62	62	62			
OCB	Pearson Correlation	.116	-.097	.014	.001	1		
	Sig. (2-tailed)	.371	.455	.912	.993			
	N	62	62	62	62	62		
Psychopaths	Pearson Correlation	-.048	-.248	-.186	.016	.257*	1	
	Sig. (2-tailed)	.713	.052	.149	.905	.044		
	N	62	62	62	62	62	62	

Performance	Pearson Correlation	.046	-.211	.002	.043	.279*	.383**	1
	Sig. (2-tailed)	.722	.100	.990	.742	.028	.002	
	N	62	62	62	62	62	62	62

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

4.1.1. Demographics

The three demographics gender (.046), designation (.002) and qualification (.043) have a positive but weak correlation with dependent variable employee performance, at other hand age (-.211) also shows weak correlation but it turns negative.

4.1.2. Psychopaths

In table 1 according to correlation scale (0.5) the value of psychopaths (.383) indicates that independent variable has a positive weak correlation with employee performance.

According to table 1 the value p (.002) < (.01) shows that our findings are significant.

4.1.3. OCB

In our model OCB is termed as mediated variable, in table 1 OCB (.279) shows that this mediated variable has positive correlation with employee performance but indicates weakness.

In table 1 p (.028) < (.05) did confirm that this relationship is significant so we can say that strengthening the OCB results in performance rising.

4.1.4. OCB and Psychopaths

In our model the independent and mediated variable correlates weak positive (.257).

P (.044) < (.05) shows that there is a significant relationship.

4.2. Regression analysis

For wide-ranging analysis we find linear regression in order to test the complete model fitness, significance and dependency of each independent and mediated variable on dependent variable, moreover to accept or reject the proposed hypothesis.

Table 2. Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.383 ^a	.147	.133	.61123
a. Predictors: (Constant), Psychopaths				

The table 2 shows the whole summary of the model. In table 2 $R=.38$ is the coefficient of correlation of independent variable psychopathic leaders and dependent variable employee performance, since this is high value and our model predicts employee performance preciously.

R square is fundamentally the square of R which denotes the degree of variation in employee performance which is clarified by psychopathic leaders which is 14%. Since deterioration amplifies to R square for our understanding, with shrinkage it will bring down the values to some degree. Now the adjusted R square balanced R square and consequently provides a more practical sign of its prescient control.

Table 3.ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
-------	----------------	----	-------------	---	------

1	Regression	3.861	1	3.861	10.334	.002 ^a
	Residual	22.416	60	.374		
	Total	26.277	61			

a. Predictors: (Constant), Psychopaths

b. Dependent Variable: Performance

Considering ANOVA table 3 we see different classifications, regression, residual and total.

The total value 26.27 shows that the model clarifies 26.27 part of predictor.

The F (10.33)> (4) indicates that the model is statistically fit.

In table 3 the value Sig indicates P value denotes that our model is significant.

Table 4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.354	.740		1.829	.072
	Psychopaths	.708	.220	.383	3.215	.002

a. Dependent Variable: Performance

The table 4 shows the degree of significance of variables and the change by factors caused to predictor.

The Beta value of Psychopathic leaders (.38) means that 38% change will occur in employee performance when 1 degree change is brought in psychopathic leader's behavior.

The t-value of this factor t=3.215 shows the significance of relationship, t (3.3) > (1.96) shows that psychopathic leaders has a positive significant impact on employee performance.

The Sig p-value (.002) < (0.05) also shows the same result; hence we come to reject our first hypothesis H1.

H1: Psychopathic leaders have a negative significant impact on employee performance

Findings are aligning with Hervey Cleckley (1941) "[The Mask of Sanity](#)." In this informative contribution Cleckley supports the traditional definition of psychopaths like: empathy-less for the feelings of others, they have willingness and eager to have gains always for which they goes through immoral actions as well, they have very selfishness and owned violent and asocial behavior. But Cleckley also indicated that some psychopaths are successful and they possibly constructive interpersonally and when work, at least in the short term.

Good Psychopaths at work:

- Utilitarian decision-makers [26]
- Better investment decision-making [27]
- Presentation style/charisma [28]

4.3. Mediation Analysis

(Baron& Kenny, 1986) [29] stepwise regression is used for data analysis. [29] stepwise regression procedure consist of four steps which supports the simple mediation. Steps are as follow:

Step 1: Predicting dependent variable run a simple regression analysis from independent variable.

Step 2: Predicting Mediated variable run simple regression analysis from independent variable.

Step 3: Predicting dependent variable run a simple regression analysis from Mediated variable.

Step 4: Predicting dependent variables run a multiple regression analysis from both independent and mediated variables.

The purpose of steps 1-3 is to found that there exist zero-order relationships among the variables and among these relationships if any one or more than one is insignificant then the most of researchers conclude that there is no mediation or likely very low, for partial or full mediation there must be significant relationships from step 1 to 3. Then step 4 is possible. The finding will support full mediation when mediated variable is controlled and the independent viable appears insignificant. The findings will support partial mediation if independent variable is still significant (i.e., both dependent and mediated both significantly predict dependent).

4.3.1. Regression Analysis step 1 of Baron. and Kenny's four. steps regression-based procedure

The above regression analysis of independent variable (psychopathic leaders) predicting for dependent variable (employee performance) showed a significant relationship. The step 1 of Baron and Kenny's four steps regression-based procedure.

4.3.2. Regression Analysis step 2 of Baron. and Kenny's four. steps regression-based procedure

Taking constant the psychopathic leader's behavior predicting for organization citizenship behavior (OCB). This is step 2 of Baron and Kenny's four steps regression-based procedure.

Table 5 Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
2	.257 ^a	.066	.050	.37430

a. Predictors: (Constant), Psychopaths

In table 5 the value of R-square (.066) means that the model is able to provide understanding of 06% variation out of total population. After shrinkage the value of adjusted R-square (.050) shows more accurateness of the variable explanation of the model and though is the sign of model fitness. Value R (.25) is coefficient of correlation of independent variable and mediated variable

Table 6 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
2	Regression	.593	1	.593	4.229	.044 ^a
	Residual	8.406	60	.140		
	Total	8.999	61			

a. Predictors: (Constant), Psychopaths

b. Dependent Variable: OCB

In table 6 the values(.593) and (8.406) the sum of square for regression and the sum of square for residual respectively shows that the model statistically demonstrate that most of the change in dependent variable is due to independent variable. In the table above F statistics (4.2>4) is the clear evidence of the fitness and goodness of the model, this means that statistically this model is fit for forecasting the association between the two variables.

In table 3 the value Sig indicates P value, our p-esteem .044 is less than 0.5 denotes that model 2 is significant.

Table 7.Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	2.918	.453		6.440	.000
	Psychopaths	.277	.135	.257	2.057	.044

a. Dependent Variable: OCB

While measuring the tendencies of both independent and mediated variable in table 7 we found a significant relationship between them addressing step 2 of Baron and Kenny's four steps regression-based procedure. T (2.05>1.96) and p-esteem .044<.5, according to these significant relationship we can proceed to step 3 of Baron and Kenny's four steps regression-based procedure.

4.3.3. Regression analysis step 3 of Baron. and Kenny's four steps. regression-based procedure

Testing for significant relationship when mediated variable is regressed with dependent variable, in order to confirm step 3 of Baron and Kenny's four steps regression-based procedure we conduct a regression analysis with mediated variable predicting dependent variable.

Table 8. Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
3	.279 ^a	.078	.062	.63555

a. Predictors: (Constant) OCB

In table 8 the value of R-square (.078) means that the model is able to provide understanding of 07% variation out of total population. After shrinkage the value of adjusted R-square (.062) shows more accurateness of the variable explanation of the model and though is the sign of model fitness. Value R (.27) is coefficient of correlation of independent variable and mediated variable

Table 9. ANOVA

Model		Sum Squares	of Df	Mean Square	F	Sig.
3	Regression	2.041	1	2.041	5.053	.028 ^a
	Residual	24.236	60	.404		
	Total	26.277	61			

a. Predictors: (Constant), OCB

b. Dependent Variable: Performance

In table 9 the values (2.041) and (24.236) the sum of square for regression and the sum of square for residual respectively shows that the model statistically demonstrate that most of the change in dependent variable is due to independent variable. In the table above F statistics (5.053>4) is the clear evidence of the fitness and goodness of the model, this means that statistically this model is fit for forecasting the association between the two variables.

In table 9 the value Sig indicates P value, our p-esteem .028 is less than 0.5 denotes that model 3 is significant.

Table 10. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		

3	(Constant)	1.888	.819		2.306	.025
	OCB	.476	.212	.279	2.248	.028

a. Dependent Variable: Performance

While measuring the tendencies of both mediated and dependent variable in table 10 we found a significant relationship between them addressing step 3 of Baron and Kenny's four steps regression-based procedure. $T(2.2 > 1.96)$ and $p\text{-esteem } .028 < .5$, according to these significant relationships we can proceed to step 4 of Baron And Kenny's four steps regression-based procedure.

4.3.4. Multiple regression analysis step 4of Baron. and Kenny's four steps. regression-based procedure

To point out full or partial mediation we are corroborated by the last three steps of Baron and Kenny's four steps regression-based procedure to proceed for step four. At this last step we runs the multiple regression analysis whereas we regressed independent variable (psychopathic leaders) on dependent variable (employee performance) when controlling for mediated variable OCB [30].

Table 11. Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
4	.383 ^a	.147	.133	.61123
4.1	.426 ^b	.182	.154	.60368

a. Predictors: (Constant), Psychopaths

b. Predictors: (Constant), Psychopaths, OCB

The table 11 shows the whole summary of the multiple regression model. In table 11 for model 4.1 (mediation) $R=.42$ is the coefficient of correlation of independent variable Psychopathic leaders, dependent variable Employee performance and mediated variable OCB, since this is high value and our model predicts Employee performance preciously.

R square is fundamentally the square of R which denotes the degree of variation in employee performance which is clarified by psychopathic leaders which is 14% in model 4, in model 4.1 this value directly shows increment of 0.035 which becomes 18% then is the sign of mediation. Since deterioration intensifies to R square for our understanding with shrinkage it will bring down the values to some degree. Now the adjusted R square balanced R square and consequently provides a more practical sign of its prescient control.

Table 12. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	3.861	1	3.861	10.334	.002 ^a
	Residual	22.416	60	.374		
	Total	26.277	61			
4.1	Regression	4.776	2	2.388	6.553	.003 ^b
	Residual	21.501	59	.364		
	Total	26.277	61			

a. Predictors: (Constant), Psychopaths

b. Predictors: (Constant), Psychopaths, OCB

c. Dependent Variable: Performance

When the effects of independent variable (psychopathic leaders) on dependent variable (employee performance) are controlled the model turns significant model 4.1 sig (.003) < (.5) illustrates that there exist partial mediation of OCB on the effects between independent and dependent variables.

The F statistically value $6.55 > 4$ indicates that model 4.1 is statistically fit.

Table 13. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
4	(Constant)	1.354	.740		1.829	.072
	Psychopaths	.708	.220	.383	3.215	.002
4.1	(Constant)	.391	.950		.411	.682
	Psychopaths	.616	.225	.334	2.739	.008
	OCB	.330	.208	.193	2.085	.418

a. Dependent Variable: Performance

In table 13 we see that when the effects of independent variable on dependent variable is controlled by mediated variable the results turns significant model 4.1, psychopaths t value $2.7 > 1.96$ and the p value $.008 < .5$ shows that psychopaths still has a significant relationship with employee performance so as the OCB also significantly relates with employee performance t value $2.0 > 1.96$ and p esteem is $.418 < .5$. The beta value of psychopaths (.616) means that it explains 61% part of the employee performance and OCB do this at 33%.

According to these results the fourth step of Baron and Kenny's four steps regression-based procedure is confirmed and we comes to know that OCB partially mediates the effects of psychopathic leaders on employee performance, since then we accept our second hypothesis H2.

H2: The impact of psychopathic leaders on employee performance is partially mediated by OCB.

5. Conclusion and Recommendations

5.1. Conclusion

The attention and interest for psychopathic individuals in recent years has grown more, despite this growing interest very less are known deep about psychopaths, more likely few knows that how psychopaths impact organization processes and outcomes [2]. The author conclude that this is a shared observation that organization misbehave and destructive climate is due to psychopaths, despite this fact a very less amount of work has been done is supports of this idea, in fact a less amount of people are known about the common attributes and possible consequences of psychopathy [2]. Our findings tried to add to the literature with investigating evidence that psychopath responds significantly in the business framework. The study further proved that OCB mediates this relationship and offers insights to psychopaths. Our research finds positive correlation among psychopathic leaders and OCB with employee performance. The research contributes that psychopathic leaders have positive significant impact on employee performance addressing the good psychopaths at work such as Utilitarian decision-makers [26], Better investment decision-making [27]. Presentation style/charisma. The findings support the hypothesis that OCB mediates the relationship between psychopathic leaders and employee performance that follows the results of this research derived through Baron and Kenny's four steps regression-based procedure. Extra support for these outcomes is provided by [2] where he found that despite all the organizational transgression these psychopaths were found to be successful in work context, they make a successive way to the management of the company and get prompted, they also achieves a good career. These findings suggest that when it comes to elaborate psychopathic behavior the explanation comes to the fact that charming, intelligence and superficial personality of psychopaths make them likable and successful, despite all their wrongdoings and misbehavior. Bolt, Vitale, Hare, & Newman, (2004) [31] says that it may increase the effectiveness of such employee performance and so growing the likelihood of future behavior. In instant, this study contributes to the literature by explaining the consequences of psychopathic leaders and also provides insights to managers and psychiatrics about such individuals.

5.2. Recommendations

Most of the results of this study were as i expected from the study, and they were just regarding in the track of the relationships between the psychopathic leaders behavior and employee performance, beside many data collecting issues mostly the high standard leaders did not response to a quick data collection.

1. Due to time and other limitations this research was limited, for future outcomes this contribution can be prolonged with different corporate structure and to executives of different firms, this will lead to identify those of high level psychopaths and their impact, and if this extend to technology industry it will be more concrete.

2. Any addition may further the knowledge of corporate psychopaths and the employee performance as there is very little work done upon the topic so far.
3. There are so many potential mediators such as personality traits, organizational commitment and job satisfaction which mediate this relationship; it would be a solid contribution analyzing their results.
4. This research can be extended in so many ways, I suppose there would be interesting data to analysis in those of non-profits, and if the comparison is made with profit organizations will be fascinating. It will be of more interest if someone identifies the impact of psychopathic executives or leaders before and after retirement on employee performance, and compare the tendency of employee performance.

References

1. Boddy, C. (2012). The Nominal Group Technique: An aid to Brainstorming ideas in research. *Qualitative Market Research: An International Journal*, 15(1), 6–18. <https://doi.org/10.1108/13522751211191964>
2. Babiak, P. (1995). When Psychopaths go to Work: A Case Study of an Industrial Psychopath. *Applied Psychology*, 44(2), 171–188. <https://doi.org/10.1111/j.1464-0597.1995.tb01073.x>
3. Akers, R. L., Krohn, M. D., Lanza-Kaduce, L., & Radosevich, M. (1979). Social Learning and Deviant Behavior: A Specific Test of a General Theory. *American Sociological Review*, 44(4), 636–655. <https://doi.org/10.2307/2094592>
4. Sanecka, E. (2020). Perceived supervisor's subclinical psychopathy, and subordinate's organizational commitment, job satisfaction and satisfaction with executive. *Journal of Education Culture and Society*, 4(2), 172–191. <https://doi.org/10.15503/jecs20132.172.191>
5. Bogdanovic, M., & Cingula, D. (2015). Dark Triad of Croatian Management Students. *Central European Business Review*, 4(4), 30–47. <https://doi.org/10.18267/j.cebr.136>
6. Jones, D. N., & Paulhus, D. L. (2012). The role of emotional promiscuity in unprotected sex. *Psychology and Health*, 27(9), 1021–1035. <https://doi.org/10.1080/08870446.2011.647819>
7. Lee, Z., Salekin, R. T., & Iselin, A. M. R. (2010). Psychopathic traits in youth: Is there evidence for primary and secondary subtypes? *Journal of Abnormal Child Psychology*, 38(3), 381–393. <https://doi.org/10.1007/s10802-009-9372-7>
8. Jonason, P. K., & Webster, G. D. (2010). The dirty dozen: A concise measure of the dark triad. *Psychological Assessment*, 22(2), 420–432. <https://doi.org/10.1037/a0019265>
9. Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85(3), 349–360. <https://doi.org/10.1037/0021-9010.85.3.349>
10. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653–663.
11. Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*, 42(1), 58–74. <https://doi.org/10.2307/256874>
12. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/DC Heath and Com.
13. Huak, M., Pivi, F., & Hassan, Z. (2015). The Impact of Organizational Citizenship Behavior on Employee's job satisfaction, commitment and turnover intention in Dining Restaurants Malaysia. *International Journal Accounting, Business, and Management*, 1(1), 1-17.
14. Ahmad, M., Upamali, A., Eun, J., Zhang, M., & Bolan, N. (2014). Author ' s personal copy Chemosphere Biochar as a sorbent for contaminant management in soil and water: A review. *Chemosphere*, 99, 19–33. <https://doi.org/10.1016/j.chemosphere.2013.10.071>
15. Whiting, S. W., Podsakoff, P. M., & Pierce, J. R. (2008). Effects of Task Performance, Helping, Voice, and Organizational Loyalty on Performance Appraisal Ratings. *Journal of Applied Psychology*, 93(1), 125–139. <https://doi.org/10.1037/0021-9010.93.1.125>
16. Shahzad, K. (2011). *Development of a Model of Organizational Study of University Teachers From a Islamabad Islamabad*. (April).
17. Blair, R. J. R. (2003). Neurobiological basis of psychopathy. *British Journal of Psychiatry*, 182(JAN.), 5–7. <https://doi.org/10.1192/bjp.182.1.5>
18. Dolan, M. C., & Fullam, R. S. (2010). Moral/conventional transgression distinction and psychopathy in conduct disordered adolescent offenders. *Personality and Individual Differences*, 49(8), 995–1000. <https://doi.org/10.1016/j.paid.2010.08.011>
19. Spidel, A., Greaves, C., Cooper, B., Hervé, H., Hare, R., & Yuille, J. (2007). The psychopath as pimp. *Canadian Journal of Police and Security Services*, 4(June 2014), 205–211.
20. Sager, J. K., & Ferris, G. R. (1986). Personality and salesforce selection in the pharmaceutical industry. *Industrial Marketing Management*, 15(4), 319–324. [https://doi.org/10.1016/0019-8501\(86\)90024-6](https://doi.org/10.1016/0019-8501(86)90024-6)

21. Young, M. N., Peng, M. W., Ahlstrom, D., & Bruton, G. D. (2002). Governing the Corporation in Emerging Economies: a Principal-Principal Perspective. *Academy of Management Proceedings*, 2002(1), E1–E6. <https://doi.org/10.5465/apbpps.2002.7516497>
22. Fox, S., Spector, P. E., Goh, A., Bruursema, K., & Kessler, S. R. (2012). The deviant citizen: Measuring potential positive relations between counterproductive work behaviour and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 85(1), 199–220. <https://doi.org/10.1111/j.2044-8325.2011.02032.x>
23. Widmier, S. (2002). The effects of incentives and personality on salesperson's customer orientation. *Industrial Marketing Management*, 31(7), 609–615. [https://doi.org/10.1016/S0019-8501\(02\)00181-5](https://doi.org/10.1016/S0019-8501(02)00181-5)
24. Hochwarter, W. A., Witt, L. A., Treadway, D. C., & Ferris, G. R. (2006). The interaction of social skill and organizational support on job performance. *Journal of Applied Psychology*, 91(2), 482–489. <https://doi.org/10.1037/0021-9010.91.2.482>
25. Bartels, D. M., & Pizarro, D. A. (2011). The mismeasure of morals: Antisocial personality traits predict utilitarian responses to moral dilemmas. *Cognition*, 121(1), 154–161. <https://doi.org/10.1016/j.cognition.2011.05.010>
26. Shiv, B., Loewenstein, G., & Bechara, A. (2005). The dark side of emotion in decision-making: When individuals with decreased emotional reactions make more advantageous decisions. *Cognitive Brain Research*, 23(1), 85–92. <https://doi.org/10.1016/j.cogbrainres.2005.01.006>
27. Weissman, S. H., Busch, K. G., & Schouten, R. (2010). The Evolution of Terrorism from 1914 to 2014. *Behavioral Sciences & the Law*, 28(2), 211–223. <https://doi.org/10.1002/bsl>
28. Baron, Reuben M. and David A. Kenny (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51 (6), 1173–82, 51(6), 1173–1182. <https://doi.org/10.1007/BF02512353>
29. Bohle, S. A. L., & Alonso, A. R. M. (2017). O efeito da justiça procedimental e do apoio do supervisor na relação entre insegurança no emprego e comportamento de cidadania organizacional. *Revista Brasileira de Gestao de Negocios*, 19(65), 337–357. <https://doi.org/10.7819/rbgn.v0i0.3023>
30. Bolt, D. M., Vitale, J. E., Hare, R. D., & Newman, J. P. (2004). A multigroup item response theory analysis of the psychopathy checklist - Revised. *Psychological Assessment*, 16(2), 155–168. <https://doi.org/10.1037/1040-3590.16.2.155>