

# When Dark Triad Personality leads to Supervisors Expediency: An Islamic work Perspective

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## Abstract

The purpose of this paper is to examine the relationship between dark triad personality and supervisor expediency. The researchers further investigated if Islamic work ethics (IWE) moderate the positive association between dark triad and supervisor expediency; such that the relationship is weaker when IWE is high. Theoretical framework developed in present study is based on two theories i.e., trait theory and theory of planned behavior. The two set data was collected from employees working in health sector of Pakistan. Set one questionnaires were filled by employees on supervisory positions, they rated their own personality traits and belief in Islamic work ethics. Set two questionnaires were filled by the immediate subordinates of supervisors who filled set one. They were asked to rate supervisor's expediency. Data was collected from 241 supervisors and 241 respective subordinates. Code was assigned to keep the track of supervisors and their respective subordinates. Confidentiality was ensured to avoid any bias. The research result revealed that Machiavellianism, narcissism and psychopathy positively and significantly affected supervisor expediency. Islamic work ethics moderate the positive association between Machiavellianism, narcissism and supervisor expediency. However, the moderation result was found insignificant in the case of Psychopathy and supervisor expediency. Empirical evidence confirmed that dark triad of personality leads to supervisor expediency. Furthermore, employees' tendency to involve in expediency can be minimized by institutionalizing IWE in them. The theoretical model tested in the study provides insight and empirical evidences in literature. Managerial implications and future research directions are also discussed.

**Keywords:** Dark Triad, Supervisor Expediency, Islamic Work Ethics.

**KAUJIE Classification:** P2, T5, H54

**JEL Classification:** M12, O15, Z12

## Introduction

In recent years scholars and practitioners have given a great deal of attention to destructive leadership because of its detrimental effects on the organization (Krasikova, Green, & LeBreton,

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2013). Destructive leadership is a wide construct referring to many deleterious behaviors of leaders as for example abusive supervision (Tepper, 2000); supervisor undermining the subordinates (Duffy, Ganster & Pagon, 2002); petty tyrants (Ashforth, 1994); and despotic leadership (De Hoogh & Den Hartog, 2008). Destructive leadership is defined as supervisor, manager or leader's behavior that disrupts the legitimate interests of organization by undermining organizational goals, resources, tasks, and effectiveness (Einarsen, Aasland, & Skogstad, 2007). In recent times, Greenbaum, Mawritz, Bonner, Webster and Kim (2018) identified another such leadership behavior and labelled it supervisor expediency (SE). They defined SE as supervisor's involvement in immoral practices to accelerate work for self-centered purpose in an organization

Enron, Tyco International, WorldCom, Adelphia and Transmile are examples of corporate leadership failure, leaders' involvement in unethical behavior and its harmful effects. The scandal expose how Enron CEO Andrew Fastow, while hiding small amount of debt lead to the much worse outcomes (Welsh, Ordonez, Snyder & Christian, 2015). Researchers for last 30 years are trying to define why individual at workplace make unscrupulous choices. The current research is a response to recent call by Greenbaum, et al., (2018) who suggested conducting research for validating and identifying outcomes and antecedents of supervisor expediency. As supervisor expediency is a recently conceptualized construct, research on this leadership behavior is scarce. The present study is an attempt to develop and test a framework on antecedents of SE; and for this dark triad personality traits are highlighted as probable antecedent of SE.

Conceptual framework of current study is based on Trait Theory (Allport, 1937). He defined traits as characteristics of personality that influence behavior. Moreover, this theory postulates that individuals' characteristics and qualities standardize behavior. Furthermore, Allport (1961) elaborated "Personality is the dynamic organization within the individual of those psychophysical systems that determine his characteristics, behavior and thought" (p. 28). This purports that individual possess a number of personality traits that determine their behavior. Personality have negative traits as well, that are known as dark triad (Paulhus & Williams, 2002). Dark Triad (DT) is an important contribution in Personality Psychology. Three facets of DT are (i) Machiavellianism; (ii) Narcissism; and, (iii) Psychopathy. It is argued that these facets are the antecedents of supervisor expediency (SE), which is a form of unethical supervision where supervisors cut corners to complete tasks and alter performance numbers.

In addition, this research pinpoints IWE as a potential moderator between facets of DT and SE. IWE is considered as probable moderator because it has its focus on inhibition from unethical behavior, while its essentials include hard work, commitment and dedication (Khan, Abbass, Gul, & Raja, 2015). Yousef (2000a) stated that IWE emphasize on intentions. Moderator discussion is grounded on theory of planned behavior (Ajzen, 1985) that states that beliefs and intentions affect individuals' behavior and discusses individual's ability of self- control. In the extant research it is argued that even in the presence of dark triads the individual having belief in Allah and Islamic work ethics will refrain him / herself from getting involved in expediency.

Greenbaum (2009) argued that ethical leadership literature needs to take into consideration the impacts of unethical leadership. Moreover, research on unethical leadership practices is of critical importance. In present research, unethical leadership practices particularly refer to supervisor expediency. Greenbaum et al., (2018) discussed that supervisor expediency can be a critical issue for an organization.

The threefold contributions of present study includes (i) to the best of researchers' knowledge the impact of DT on supervisor expediency has not been empirically tested yet. Hence, this research intends to fill this theoretical gap in literature; (ii) based on trait theory and theory of planned behavior, researchers provide insight into the underlying process related to dark triad, IWE and supervisor expediency; and, (iii) this research will help the practitioners in organization to understand and give consideration to the factors that can lead to supervisor expediency at workplace.

## **Literature Review**

Trait theory assumes that personality traits shape individual's behavior (Allport, 1937; 1961). According to trait theorists individuals hold certain personality traits that regulate their behavior. Personality traits are the enduring characteristics that define behavior (Robbins & Judge, 2017). Like other personality traits, dark triads of personality motivates to strive for personal objectives (Forsyth, Bank, & McDaniel, 2012). Detailed discussion is provided below why dark triads can positively and significantly result in supervisor expediency.

### **Machiavellianism and Supervisor Expediency**

Individuals with Machiavellianism tendencies are manipulative and deceptive to reach desired personal ends, and it does not matter how desired ends are achieved (Christie & Geis, 1970). Machiavellians are more focused on personal gains likewise; a supervisor expedient in his behavior is only concerned with self-regard. Dahling, Whitaker and Levy (2009) stated that individuals with Machiavellianism tendencies consider themselves as skillful manipulators. This manipulation skill allows individuals to establish social networks, gain trust and respect of colleagues and achieve desired outcomes (Forsyth, Banks, & McDaniel, 2012). Robbins and Judge (2017) indicated that an individual with high Machiavellianism maintains emotional distance and firmly believes that ends justify means, target should be achieved, though it does not matter how it is to be achieved. Furthermore, research has also found that individuals high in Machiavellianism manipulate more. By manipulating others individual with Machiavellianism trait, they try to gain advantage from other to satisfy their own interest (Jonason, Slomski, & Partyka, 2012). Similarly, a supervisor involved in expediency is also interested to achieve targets to satisfy self-interest. Researchers in their meta-analysis discussed Machiavellianism as antecedent of unethical intention or behavior (Kish-Gephart, Harrison, & Trevino, 2010). Trait theorist argue that dominant personality traits of an individual predict their behavior (Allport, 1937). Thus in line with the above literature it is hypothesized that:

*H1: Machiavellianism is positively and significantly related to supervisor expediency*

### **Psychopaths and Supervisor Expediency**

Psychopaths are impulsive, hostile and independent thinkers (LeBreton, Binning, & Adorno, 2006). Psychopaths are thoughtless and hostile, having tendency to ignore and violate organizational rules (Eysenck, 1967; 2012). Literature suggests that Psychopaths lack guilt when their action cause harm (Forsyth, Banks, & McDaniel, 2012). Psychopathy might be positively related to advancement in an organization, the reason behind it is that psychopaths use hard influence tactics on others as for example manipulation and threat (Jonason, Slomski, & Partyka, 2012). Robbins and Judge (2017) indicate that cunningness possessed by psychopaths help them achieve power in organization, while it does not yield healthy results for the organization. In-depth research on psychopathy revealed that individuals with such tendencies are successful in

business because of two main reasons i.e., (i) their consistent focus is on target achievement even if it is on the cost of others; and, (ii) they also possess charismatic social skills (Yang & Raine, 2008; DePaulo, 2010). An extensive analysis by Babiak and Hare (2006) with the title of “snakes in suits” suggested that 3.5% of top officials grossed high score on the measure of psychopathy. Supervisor expediency is basically leaders’ involvement in morally questionable behavior in order to expedite his work (Greenbaum, 2007). The Webster’s New World College Dictionary (2000) defines expediency as “the doing or consideration of what is of selfish use or advantage rather than of what is right or just self-interest” (p. 500). Greenbaum et al., (2018) elaborate that SE is use of immoral practices by supervisors to speed up their work for self-serving purpose. These supervisors behave unethically for three main reasons i.e., (i) self-interest is major concern; (ii) going against approved organizational rules; and, (iii) disrupting commonly believed moral norms of behavior. Thus in line with the above literature, researchers in present study hypothesize:

**H2:** *Psychopathy is positively and significantly related to supervisor expediency.*

### **Narcissists and Supervisor Expediency**

Narcissists are anxious, egoistic, self-centered and self-obsessed that disrupt their moral believes (Djeriouat & Tremoliere, 2014). A person who is considered to be narcissist believes in self-importance and he / she wants excessive appreciation. Research proves that managers and leaders scoring high in Narcissism believe that self-centeredness is required to succeed. High level of motivation is also reported by Narcissist. A study conducted by Andreassen, Ursin, Eriksen and Pallesen (2012) on a Norwegian bank employees revealed that an individual scoring high on Narcissism enjoys work. Narcissism is found to be positively related to destructive work outcomes and counterproductive work behavior (Robbins & Judge, 2017). Morf and Rhodewalt (2001) state that Narcissism includes over stated view of self, desire to achieve success and admiration. Literature suggests that Narcissists are engaged in organizational politicking and impression management (Vredenburgh & Shea-VanFossen, 2009; Vohs, Baumeister, & Ciarocco, 2005). Narcissist individuals may get involved in workplace bullying, incivility, white-collar crime and aggression (Penny & Spector, 2002; Bogart, Benotsch, & Pavlovic, 2004). Greenbaum and Folger (2008) assert that supervisor expediency is morally questionable, and it occurs when supervisors are engaged in ethically questionable behavior to accelerate their work for self-interest. In line with the above discussion it is hypothesized that:

**H3:** *Narcissism positively and significantly affects emergence of supervisor expediency.*

### **Moderating Role of IWE**

Ali (1992) indicated IWE is an orientation towards work. Work is a virtue to establish a balance between individual and social life. The last Prophet Hazrat Muhammad ( P.B.U.H) indicated that on the day of judgment the honest Muslim business man will stand with martyrs. IWE refer to a philosophy prescribed in Quran and Sunnah of the Prophet (PBUH). A Muslim believer will hold up to this notion while working (Beekun & Badawi, 2005). Previous researches prove that IWE or the degree to which an individual observes Islamic work values in his job, confers employee with affirmative vitality, drives to undertake assiduous work effort and gest involved in such conduct that is considered to be morally right (Ali, 2005; Murtaza et al., 2016). IWE imply focusing on commitment to work and avoiding wealth accrual through immoral means (Khan, Abbas, Gul, & Raja, 2015). Yousef (2001) indicated that IWE gave more importance to intentions than results. Any action that is intended to cause harm to any one, but benefiting to

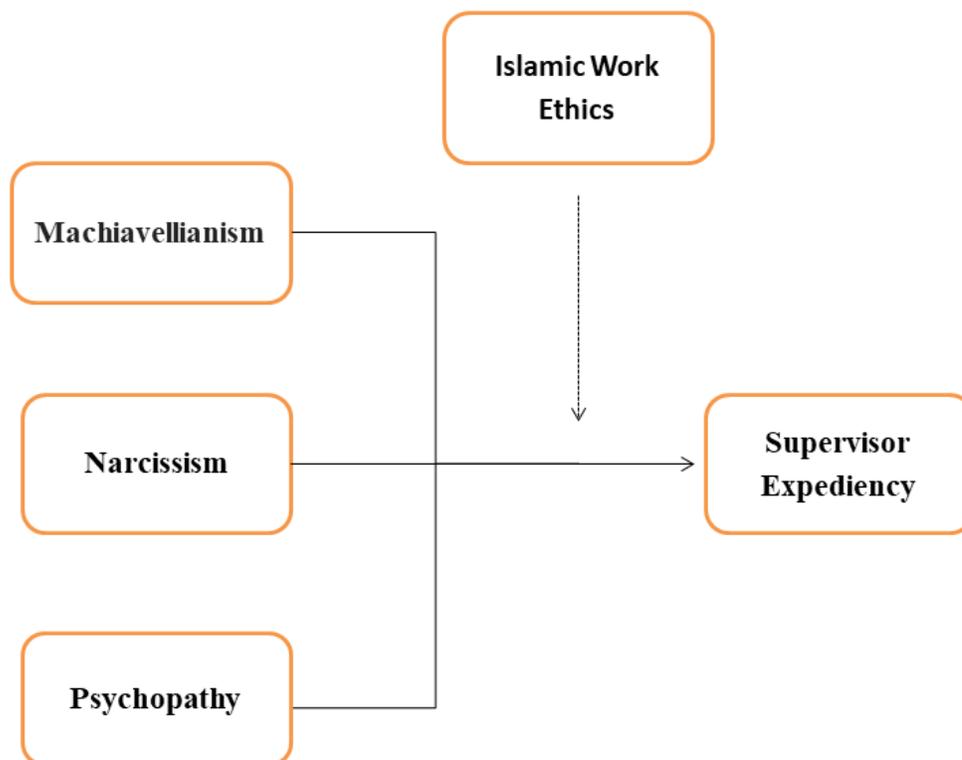
those undertaking it, is considered illegitimate in Islam (Ali & Al-Owaihian, 2008). Researchers affirm that ethics are moral ideologies that assist the individuals to distinguish between the right and the wrong (Khan, Abbas, Gul, & Raja, 2015). Syed and Ali (2010) emphasized that Muslims are required to follow Islamic code of morals and surrender to Allah and His will. Conferring to Islamic philosophies, Rice (1999) stated “it is the ethic that dominates economics and not the other way around” (p. 346). It is written in Quran that “for all people, there are ranks according to their deeds” (Quran 6:132).

Theory of planned behavior illustrates that individuals’ beliefs, attitude and intention lead to behavior, while individuals have ability to control behavior (Fishbein & Ajzen 1975, Fishbein & Ajzen, 1980). Relying on this theory, researcher argues that a person who believes in the philosophy of Islamic work ethics (IWE) will refrain from involving in unethical practices even in the presence of dark triads because of self-control. Thus researchers hypothesize that:

**H4:** *IWE moderate the positive relationship between Machiavellianism and supervisor expediency such that the relationship is weaker when IWE are high.*

**H5:** *IWE moderate the positive relationship between the Psychopathy and supervisor expediency such that the relationship is weaker when IWE are high.*

**H6:** *IWE moderate the positive relationship between the Narcissism and supervisor expediency such that the relationship is weaker when IWE are high.*



## **Theoretical framework**

### **Methodology**

#### **Participants and procedure**

In the extant research, data were collected from medical professionals working in nine different hospitals in Pakistan. Medical professionals included employees working in medical sector who were dealing with the patients on daily basis. Some of the employees working in health sector were general practitioners, surgeons, medical physician, radiologists, and nurses. In Pakistan medical professional are facing some severe problems in service delivery (PHSP, 2018). Further, the health sector in Pakistan consists of less number of medical professional i.e. doctors and nurses (Ali & Wajidi, 2013). Hence, in order to ensure that this sector works smoothly, it seemed imperative to explore the current model in this sector.

In phase one of the study the administration staff in each of the hospital was contacted and a written application was put forward. The study was initiated after acceptance of the written application and approval by the competent authority. The willing participants who were holding managerial positions in health sector were selected on the basis of convenience sampling. The study participants were given a questionnaire using a prepaid envelope. They were asked to give their response regarding their personality traits and IWE. In order to ensure the element of confidentiality the participants were asked to return the questionnaire in sealed prepaid envelope directly to the researcher. To keep a track of every participant code was assigned to each questionnaire.

In the second phase, the researcher contacted the subordinate of those employees who filled the first set of questionnaire. The subordinates were given a coded questionnaire using a prepaid envelope. The subordinates were requested to evaluate their respective managers in terms of their supervisor expediency. The subordinates returned the questionnaire to the researcher on the mentioned addressed using prepaid envelopes. Each questionnaire was filled by supervisor and his subordinate. Initially, 300 questionnaires were distributed and at the end of the data collection phase, 241 completely filled were received. The response rate for the study was 69%. Each questionnaire was filled by supervisor and his respective subordinate. Thus, the sample of the study consisted of 241 supervisors and 241 subordinates.

### **Measures**

#### **Dark Triad**

DT scale developed by Jones and Paulhus (2014) was used. Three personality traits namely Machiavellianism, Narcissism and Psychopathy were rated. Each trait had nine questions that were rated on 5 point likert scale ranging from 1= Strongly Disagree to 5= Strongly Agree. Some of the sample items are, "I like to use clever manipulation to get my way", "People see me as a natural leader" and "I like to get revenge on authorities". The internal reliability of the scale was: Machiavellianism (.79), Narcissism (.81) and Psychopathy (.84).

#### **IWE**

IWE scale used in the current study is adapted from Ali (1992). Scale has 17-items that were rated on 5-point likert scale, ranging from 1=strongly disagree to 5= strongly agree. Items of scale included "Dedication to work is virtue" and "One should carry work out to the best of

one's ability". Employees on managerial or supervisory position rated this scale. The cronbach alpha of the scale was (.78).

### **Supervisor Expediency**

Four items scale developed by Greenbaum, et al., (2018) was used in the current study. Focal employees rated their supervisor on 5-point likert scale ranging from 1=strongly disagree to 5=strongly agree. Sample items are "Cuts corners to complete work assignments more quickly" and "Alters performance numbers to appear more successful". The cronbach alpha of the scale was .93.

## **Data Analysis**

### **Analytical strategy**

The analysis of the extant research was conducted into three phases. In the initial phase confirmatory factor analysis (CFA) was conducted to evaluate the validity of the instrument used. To establish the model fitness of the CFA model, numerous parameter were considered such as the values of  $\chi^2$  test statistic along with degrees of freedom, the value of root mean square error of approximation and comparative fit index (Hu & Bentler, 1999). To ensure that the data had no issues related to common method variance, Harman single factor test was also conducted. In the last phase of the data analysis hierarchical regression was conducted to test the proposed hypotheses.

## **Results**

### *1.1.*

### *Confirmatory Factor analysis (CFA)*

In order to established the model fitness five models were compared. Model 1 comprised one factors inculcating all the items of Machiavellianism, Narcissism, Psychopathy, Islamic work ethics and supervisor expediency. Model two consisted of two factors where one factor consisted of all the items of Machiavellianism, Narcissism, and Psychopathy, while factor two contained all the items of IWE and supervisor expediency. Model 3 comprised three items where first factor contained all the items of Machiavellianism, Narcissism, and Psychopathy, second factor consisted of all the items of IWE, while the last factor consisted of all the factors of supervisor expediency. Model 4 comprised four factors where first factor contained all the items of Machiavellianism, and Narcissism, second factor composed of all the items of Psychopathy, third factor consisted of all the items of supervisor expediency, while the last factor contained all the items of IWE. The final model i.e. model 5 consisted of five factor where all the factors were loaded on their respective factor. Once the items with low factor loading were removed and few items were covaried, the model fitness was achieved. The final model was in acceptable range as suggested by Hu and Bentler (1999), the statistics achieved show  $\chi^2/df = 1.9$ , CFI = 0.93; RMSEA=0.80. Table 1 depicts model fitness for each model and its comparison with five factor model.

**Table 1**

*Summary of CFA Results*

<b>Model</b>	<b>X<sup>2</sup> (df), p</b>	<b>CFI</b>	<b>RMSEA</b>	<b>Comparison with five-factor model (<math>\Delta X^2</math> (df), p)</b>
Model 1 (One Factor)	6802.04(1308), P< .01	.62	.19	540.77, p< .01

Model 2 (Two Factor)	6261.27 (1316), P< .01	.56	.17	572.36, p< .01
Model 3 (Three Factor)	5688.91 (1297), P< .01	.67	.14	1998.76, p< .01
Model 4 (Four Factor)	3690.15 (1287), P< .01	.73	.11	1650.81, p< .01
Model 5 (Five Factor)	2039.34 (1067), P< .01	.93	.08	

### Convergent and Divergent validities

In the next phase of the data analysis, convergent and discriminant validities were accessed by extracting the average variance and mean shared variance. The table 2 depicts that the average variance obtained was greater than the mean shared variance verifying the discriminant validity of the variables under study. Similarly, the AVE was higher than 0.5 and the composite reliability for all the constructs was higher than 0.7 establishing the convergent validity of the variables.

To ensure that the data had no issues related to common method variance, Harman single-factor test was conducted. The initial factor showed 44 percent of the total variance that falls in the suitable boundary (Podsakoff et al., 2003).

Variables	CR	AVE	MSV
1. Machiavellianism	.79	.62	.42
2. Narcissism	.81	.66	.46
3. Psychopathy	.84	.72	.43
4. Islamic work ethics	.78	.67	.42
5. Supervisor expediency	.93	.77	.40

### Hypothesis Testing

Table 3 shows the means, standard deviations and correlations of all the constructs under study. The table depicts that the correlation achieved was in proposed direction.

	Mean	S. D	1	2	3	4	5	6	7	8	9
1 Gender	1.59	0.49	1								
2 Age	1.70	0.75	.10	1							
3 Education	1.66	0.67	.04	-.11	1						
4 Tenure	2.33	0.84	-.01	.06	.40**	1					
5 Machiavellianism	3.46	0.46	.02	-.16*	.30**	.16*	1				
6 Narcissists	2.97	0.46	.08	.05	.15*	.11	.13	1			
7 Psychopaths	3.01	0.54	-.01	.10	.16*	.12	.04	.45**	1		
8 Supervisor	2.73	0.80	.07	-.02	.12	.12	.22**	.36**	.43**	1	

Expediency

9	Islamic Work Ethics	3.11	0.98	-.02	.06	.01	-.15*	-.39**	-.22*	-.17*	-.34**	1
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All the hypotheses were tested using step-wise regression. Findings of the current study suggest that Hypotheses 1, 2 and 3 have been accepted.

**Table 4**

*Results of hierarchical regression analyses for mediation*

Predictors	Supervisor Expediency		
	B	R2	ΔR2
<b>Hypothesis 1</b>			
<b>Step 1</b>			
Gender	-.02		
Age	.19	.03	.03
Education	-.11		
<b>Step 2</b>			
Machiavellianism	.55**	.14	.14**
<b>Hypothesis 2</b>			
<b>Step 1</b>			
Gender	-.02		
Age	.19	.03	.03
Education	-.11		
<b>Step 2</b>			
Psychopathy	.39*	.05	.05*
<b>Hypothesis 3</b>			
<b>Step 1</b>			
Gender	-.02		
Age	.19	.03	.03
Education	-.11		
<b>Step 2</b>			
Narcissists	.34**	.14	.14**

N=241; p<.001

Table 5 demonstrates the results of step-wise regression analysis, in order to test hypothesis 4, 5 and 6. These hypotheses emphasize on the moderating role of IWE on the relationship between DT i.e., Machiavellianism, Narcissism, and Psychopathy on supervisor expediency. Before composing the interaction term in order to test the moderation hypotheses, the independent variables along with the moderator were centered (Aiken and West, 1991). For each moderation hypothesis, demographics were entered in the first step, independent variable was entered in the second and in the last phase of the analysis the interaction term was added.

For hypothesis 4 interaction term was found to be significant establishing that IWE moderates the relationship between Machiavellianism and SE such that this positive relationship weakens when IWE is high. Figure 1 shows the relationship between Machiavellianism and SE at high and low level of IWE. The approach opted for analyzing the interaction effect of Machiavellianism and Islamic work ethics on supervisor Expediency is proposed by Dawson (2014). The slope depicts that the positive relationship between Machiavellianism and Supervisor Expediency is diluted when the degree of Islamic work Ethics is high. Hence, hypothesis 4 has been accepted.

For hypothesis 5 interaction term was found to be insignificant indicating that IWE does not work as a moderator between Psychopathy and Supervisor Expediency. Hence, hypothesis 5 has been rejected. For hypothesis 6, the interaction term was found to be significant stating that IWE moderates the relationship between narcissists and Supervisor Expediency such that this positive relationship mitigated when IWE is high. Figure 2 shows the graph that was made using the two way interaction approach proposed by Dawson (2014). It shows the relationship between Narcissists and Supervisor Expediency at high and low levels of IWE. The slope depicts that the positive relationship between Narcissists and Supervisor Expediency is weakened when the degree of Islamic work Ethics is high. Hence, hypothesis 6 has been accepted.

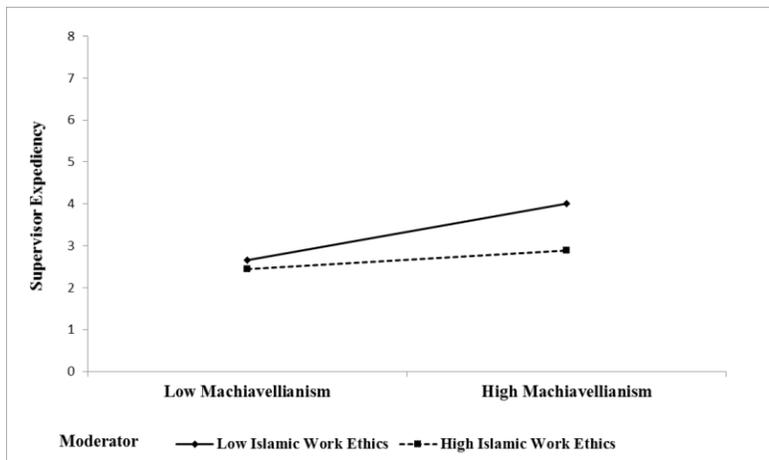
**Table 5**

*Results of hierarchical regression analyses for moderation*

Predictors	Supervisor Expediency		
	B	R2	ΔR2
<b><i>Moderation Hypothesis 4</i></b>			
<i>Step 1</i>			
Gender	-.02		
Age	.19	.030	.030
Education	-.11		
<i>Step 2</i>			
Machiavellianism	.45**		
Islamic Work Ethics	-.33**	.12	.12**
<i>Step 3</i>			
Mach x IWE	-.23**	.15	.02**
<b><i>Moderation Hypothesis 5</i></b>			
<i>Step 1</i>			
Gender	-.02		
Age	.19	.030	.030
Education	-.11		
<i>Step 2</i>			
Psychopathy	.09*		
Islamic Work Ethics	-.27*	.21	.21*
<i>Step 3</i>			

Psy x IWE	-.19	.23	.02
<b>Moderation Hypothesis 6</b>			
<i>Step 1</i>			
Gender	-.02		
Age	.19	.030	.030
Education	-.11		
<i>Step 2</i>			
Narcissists	.21**		
Islamic Work Ethics	-.59**	.22	.22**
<i>Step 2</i>			
Nar x IWE	-.23**	.24	.02**

**Figure 1**



**Figure 2**

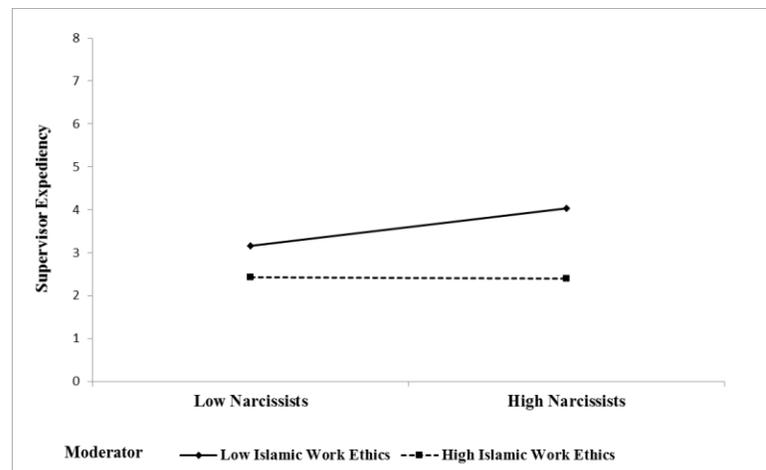


Figure 1 and Figure 2 illustrate that IWE moderate the positive relationship between Machiavellianism, Narcissism and supervisor expediency such that when IWE are high this relationship is weak. The slope depicts that the positive association between Machiavellianism, Narcissism and SE is diluted when the degree of IWE is high.

## **Discussion**

This study investigated the relationship between dark triad and supervisor expediency. Moreover, IWE as a potential moderator has been identified between the positive relationship of dark triad and supervisor expediency, such that individuals believing in the philosophy of IWE will less likely to be engaged in supervisor expediency. Researcher hypothesized that dark triad positively and significantly affected the emergence of supervisor expediency based on trait theory (Allport, 1937). Further it was hypothesized that IWE moderated the relationship between DT and supervisor expediency such that the relationship is weak when IWE are high based on theory of planned behavior.

The main hypotheses framed in the present study were supported by the results. The facets of DT i.e., (i) Machiavellianism; (ii) narcissism; and, (iii) psychopathy positively and significantly affected the supervisor expediency; relying on trait theories it was predicted that individual with dark triad would be more inclined towards supervisor expediency. Palmer, Komarraju, Carter and Karau (2017) proved that individual with higher level of Machiavellianism, Narcissism and Psychopathy were found to be involved in counterproductive work behavior. In line with this research, current research results confirm that dark triad positively affects emergence of supervisor expedient behavior.

Drawing on theory of planned behavior, IWE was discussed as a moderator. The research results confirm that IWE moderate the relationship between Machiavellianism, Narcissism and supervisor expediency accepting hypothesis 4 and 6 formulated in the study. IWE are the guidelines provided by Quran and Sunnah. It was argued that an individual even with the presence of dark triads would refrain him / herself from involving in unethical behavior i.e., expediency. Khan, Abbas, Gul and Raja (2015) argued that individuals believing in philosophy of Islamic work ethics would less likely involve in undesirable behavior. Yousef (2001) stated that adopting IWE would lead to commitment and justice at workplace. Similarly, figure 1 and figure 2 confirm that IWE moderate the positive relationship between Machiavellianism, Narcissism and supervisor expediency such that when IWE are high this relationship is weak. Hypothesis 5 stating that IWE moderate the relationship between Psychopathy and supervisory expediency was rejected as empirical evidence revealed insignificant results. Prior researches identified two main elements related to psychopathy, first is insensitivity and second is lack of self-control (Cleckley, 1976; Hare & Throvaldson, 1970; Hare & Neumann, 2008). Lack of self-control justifies the results of current research as to why IWE did not moderate the relationship between psychopathy and SE, referring to theory of planned behavior which assumed that the psychopaths lacked self-control.

## **Managerial Implications**

Researchers in the current study argued that dark triads i.e., negative personality traits of an individual could lead to supervisor expediency. Supervisor expediency can be problematic for organization. This study would help practitioners to understand that an individual with dark triad would exhibit morally questionable behavior to negatively affect the organization. Bower and Gilson (2003) highlighted WorldCom as an example where hiding small losses through accounts manipulation led to big losses and brought bad image for the organization. Moreover, research results prove that dark triad significantly affects leader expedient behavior; a supervisor may justify his / her expedient behavior with the thought that it is common and minor. Recruiters need to keep a close eye on the fact that an individual they are hiring must not be scoring high on

such traits. Leadership positions are of critical importance in an organization because leaders are considered organization agents and their behavior is attributed to organization practices, technically termed as anthropomorphization. If supervisor at workplace exhibits scheming behavior it would be attributed to the organization and yield negative reputation. In addition, a trickle-down approach may trigger because supervisor involved in unethical practices can prove to be a bad influence on followers. Precisely, the present research is helpful in analyzing what elicits detrimental behavior like expediency. Three determinants of SE are identified and empirically investigated. It is also emphasized that IWE are significant mitigating factor between the relationship of dark triad and SE. Organizing workshops to impart high moral values and acknowledge ethical practices is of significant importance at workplace.

### **Future Research Directions and Conclusion**

Current research incorporated only one moderator i.e., Islamic work ethics which is one of the limitation of this research. There can be other potential moderators as for example religiosity, empirically it can be investigated that if adoption of IWE could reduce supervisor expediency, whether the religiosity could also weaken the positive relationship between DT and supervisor expediency. In addition, outcomes of supervisor expediency is probable area for research. Future researchers can also investigate contextual antecedents of supervisor expediency, for instance organization culture and climate.

To sum up, dark triad leads to supervisor expediency. Further, IWE is a potential moderator. The current study, in addition to contributing to the relevant literature, provides an insight to practitioners that hiring employee with high score in dark triads could be detrimental for the organization. By strengthening ethical beliefs around Islamic principles could minimize the harmful effects.

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