



Analyzing the impact of dark triad and employee deviant behaviour on employee performance in the agricultural sector of Trinidad and Tobago

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Abstract

The study examines the impact of Dark Triad and Employee Deviant Behaviour on Employee Performance in the Agricultural Sector of Trinidad and Tobago. The population comprises employees of the Ministry of Agriculture, Land and Fisheries. Simple random sampling techniques were utilized to select participants. With a sample size of 300, a cross-sectional survey approach was adopted. Statistical Package for Social Sciences including correlation and simple regression were conducted using SPSS version. The findings of the study revealed that that Dark Triad traits, including narcissism, Machiavellianism, and psychopathy markedly reduce employee performance due to their manipulative and unethical nature. Employee deviant behaviour significantly negatively impacts employee performance, with higher levels of deviant behaviour leading to lower productivity and morale. Managerial implications and suggestions for future studies are presented.

Keywords: Dark triad traits, employee deviant behaviour, employee performance, ministry of agriculture, land and fisheries

Introduction

In today's globalized and complex organizational landscape, understanding the interplay between Dark Triad traits, employee deviant behaviour, leadership styles and employee performance is crucial for promoting healthy work environments, organizational success and employee well-being (Zafaranchizadeh *et al.*, 2022) [31]. Dark Triad traits, employee deviant behaviour and leadership styles have garnered significant attention in research and practice, as they have implications for organizational dynamics and outcomes on a global scale (Zafaranchizadeh *et al.*, 2022) [31]. Dark Triad traits, encompassing Machiavellianism, narcissism and psychopathy, represent a constellation of personality traits that are characterized by self-centeredness, manipulative tendencies, lack of empathy and a disregard for ethical considerations (Sadeghi & Alizadehfard, 2022) [25]. Individuals exhibiting Dark Triad traits tend to prioritize their own interests above those of others, often engaging in manipulative or deceitful behaviour to achieve their goals.

Each component of the Dark Triad contributes distinct characteristics to this overall personality -profile. Machiavellianism, named after the political philosophy of Niccolò Machiavelli, involves a strategic, manipulative approach to relationships and power dynamics (Alamirew Getahun, 2021). People high in Machiavellianism are adept at deception and manipulation, using cunning strategies to influence others and maintain control. They are often perceived as calculating and unemotional, focusing on long-term goals rather than immediate gratification (Sharifiatashgah, 2020). Narcissism is characterized by an inflated sense of self-importance, a deep need for admiration and a lack of empathy for others

Narcissistic individuals often exhibit grandiosity, entitlement and a preoccupation with their own achievements and attractiveness. They may exploit relationships to fulfil their own needs for attention and validation, often disregarding the feelings and needs of others (Fennell, 2023) [10]. Research has shown that individuals with high levels of Dark Triad traits can be highly effective in certain contexts, such as in competitive

business environments, where their manipulative and strategic skills may be advantageous (Jones, 2019). Employee deviant behaviour refers to actions that deviate from organizational norms and expectations, such as theft, fraud, aggression and counterproductive work behaviours (Maher & Youssef, 2016) [18]. These behaviours can significantly disrupt work environments, harm interpersonal relationships and negatively affect organizational performance (Maher & Youssef, 2016) [18]. These behaviours not only undermine the efficiency and morale of the workplace but also impose substantial financial and reputational costs on organizations. The underlying causes of deviant behaviour in the workplace are multifaceted. Factors such as job dissatisfaction, perceived injustice, stress and poor leadership can contribute to the emergence of such behaviours (Pedersen, 2021) [21]. For instance, employees who feel undervalued or unfairly treated may resort to sabotage or withdrawal as a form of retaliation. Similarly, high-stress environments can lead to increased aggression and interpersonal conflict among employees.

Employee performance within the Ministry of Food and Agriculture in Trinidad and Tobago faces numerous challenges, significantly impacting the organization's effectiveness, efficiency and goal achievement. Workplace behaviours including misuse or mismanagement of organizational resources, interpersonal conflicts, time theft, absenteeism and other associated negative attitudes have been identified as some of the common practices being experienced and these create among other things, a stressful work environment, reducing focus, performance outcomes and productivity.

Hameed (2019) [14] posits that deviant behaviours can strain team dynamics, hampering collaboration and overall performance. Furthermore, such actions can damage the organization's reputation, impacting customer trust and organizational success (Guterresa *et al.*, 2020) [13]. Inefficiencies also arise from resource wastage and missed deadlines, further lowering performance standards (Hameed, 2019) [14]. Therefore, addressing these behavioural issues is crucial for enhancing employee performance and achieving the ministry's objectives.

Previous studies have explored the impact of Dark Triad traits (Machiavellianism, narcissism and psychopathy) on employee performance and deviant behaviours. Studies have shown that individuals with high levels of these traits are prone to engage in counterproductive work behaviours, which negatively affect performance (Bentley & Saklofske, 2021) ^[4]. For example, Machiavellianism and psychopathy have been linked to manipulative and deceitful actions, disrupting team cohesion and reducing overall productivity (Bentley & Saklofske, 2021) ^[4]. However, some studies argue that not all individuals with Dark Triad traits exhibit poor job performance; in certain roles, such as leadership positions, these traits might be channelled positively (Mishra *et al.*, 2020) ^[19].

Despite the substantial body of literature on Dark Triad traits and employee performance, several research gaps remain, particularly within the context of the Trinidad and Tobago's public sector. Most studies have been conducted in Western corporate environments, limiting the generalizability of findings to non-Western settings (Srinivas *et al.*, 2020). There is a need to explore how Dark Triad traits impacts employee performance specifically within the Ministry of Food and Agriculture in Trinidad and Tobago. Moreover, there is dearth of studies on how behavioural plasticity theory (BPT) can help address the research gaps regarding the influence of Dark Triad traits and employee deviant behaviour on performance, within the Ministry of Food and Agriculture in Trinidad and Tobago. Hence, this study aims to fill these gaps by investigating the impact of Dark Triad traits, deviant behaviours on employee performance at The Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago

Research Objectives

The main objective of this research is to investigate the impact of Dark Triad traits and employee deviant behaviour on employees' work performance within the specific context of The Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago. Specifically, the research seeks to achieve the following objectives:

1. To examine the effect/impact of Dark Triad traits on employee performance within The Ministry of Agriculture, Land and Fisheries;
2. To examine the effect/impact of employee deviant behaviours on employee performance within The Ministry of Agriculture, Land and Fisheries

Significance of the Study

The study will contribute to the understanding of organizational behaviour dynamics, psychological characteristics and behavioural tendencies of employees, which can help managers and leaders gain insights into the underlying factors that influence employee performance. Understanding the impact of Dark Triad traits and deviant behaviour on employee performance is crucial for organizational success. This study will also provide valuable insights into the factors that hinder or enhance employee performance within The Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago. Organizations can develop targeted interventions and strategies to improve employee performance by identifying the relationship between these variables presented in the study. The examination of Dark Triad traits and employee deviant behaviour will allow organizations to identify potential risks and challenges associated with certain employee characteristics.

Literature Review

Theory Review

This study underpins the theory of Behavioural Plasticity Theory

Behavioural Plasticity Theory

Behavioural Plasticity Theory (BPT) posits that individuals' behaviours are influenced by their sensitivity to external environmental cues, and this sensitivity varies among individuals. This theory, initially discussed by Brockner (1988) ^[6], suggests that individuals with low self-esteem are more susceptible to external influences and thus exhibit higher behavioural variability in response to environmental changes. In organizational contexts, BPT can explain how employees with different levels of self-esteem respond to leadership styles and organizational dynamics. For instance, transformational leadership may positively impact low self-esteem employees by providing supportive feedback, thus reducing deviant behaviours and enhancing performance (Pierce, 2006) ^[22]. Conversely, those with high self-esteem may be less affected by leadership styles, showing more consistent behaviour regardless of external influences. BPT posits that individuals' behaviours are highly malleable and susceptible to environmental influences, especially when they possess lower levels of self-esteem or confidence (Brockner, 1988) ^[6]. This theory highlights that the adaptability of employee behaviour, particularly for those with inherently negative traits, can be significantly influenced thereby impacting overall employee performance within the Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago

Conceptual Review

Dark Triad Trait

The Dark Triad traits have garnered significant attention in the field of psychology due to their potential impact on individuals' behaviour and social interactions (Aliyu, 2023) ^[1]. These traits, namely narcissism, Machiavellianism, and psychopathy, represent a cluster of personality characteristics associated with manipulation, self-interest, and disregard for others. Aliyu (2023) ^[1] mentions that understanding the Dark Triad traits is essential for comprehending the dynamics of human behaviour in various contexts, including interpersonal relationships, workplaces, and societal interactions. The Dark Triad refers to a set of three distinct yet interconnected personality traits: narcissism, Machiavellianism, and psychopathy (Alamirew Getahun, 2021). These traits are characterized by a range of maladaptive behaviours, attitudes, and beliefs that deviate from societal norms and expectations. While individuals can possess varying degrees of each trait, their coexistence often amplifies the negative impact on interpersonal relationships and social functioning (Islam *et al.*, 2021) ^[15]. Narcissism for example is characterized by an excessive preoccupation with oneself, grandiosity, and a sense of entitlement. Biriowu and Ofurum, (2020) ^[5] reveals that narcissistic individuals believe they deserve special treatment and privileges, often exploiting others to meet their needs. While appearing confident, narcissists have fragile self-esteem that can be easily threatened, leading to defensive and aggressive behaviour when criticized (Bentley & Saklofske, 2021) ^[4]. Individuals high in narcissistic traits exhibit a strong desire for admiration and attention, often coupled with a lack of empathy for others.

Employee Deviant Behaviour

Employee deviant behaviour refers to actions, attitudes, or behaviours exhibited by employees within an organization that violate the established norms, rules, or ethical standards of the workplace (Atasoy, 2020) [2]. Such behaviours can have negative consequences for both the individual involved and the organization as a whole. Aliyu, (2023) [1] mentions that understanding the different types, causes, and management of employee deviant behaviour is essential for maintaining a healthy and productive work environment. Organizational Deviance includes actions that harm the organization, such as sabotage, theft, fraud, or intentional damage to company property (Alamirew Getahun, 2021). Atasoy (2020) [2] argues that interpersonal deviant behaviour involves actions that harm colleagues, such as bullying, harassment, gossip, spreading rumours, or engaging in personal conflicts. Production deviance includes behaviours that harm the organization's productivity, such as absenteeism, tardiness, shirking responsibilities, or intentionally reducing work quality (Islam *et al.*, 2021) [15]. Employee deviant behaviour, which includes actions that deviate from organizational norms and expectations, such as theft, fraud, aggression and counterproductive work behaviours, can significantly disrupt work environments, harm interpersonal relationships, and negatively affect organizational performance (Sentoso & Putra, 2021) [26].

Employee Performance

Employee Performance refers to the level of effectiveness and efficiency with which an employee carries out their assigned tasks and responsibilities (Rezigalla, 2020) [24]. High-performing employees contribute significantly to the growth and profitability of a company, while underperforming employees can hinder progress and impact the overall morale of the workforce. When employees have well-defined goals and understand what is expected of them, they are more likely to focus their efforts and work towards achieving those objectives

De Ries *et al.* (2021) [8] revealed that employees who possess the necessary skills and knowledge to perform their jobs are more likely to excel in their roles. Providing training and development opportunities can help enhance their competencies. Teresi *et al.* (2022) [30] shows that regular feedback and open communication between managers and employees are essential for understanding performance strengths and areas for improvement. De Ries *et al.* (2021) [8] mentions that recognizing and rewarding employees for their achievements and contributions can boost motivation and encourage continued high performance. A positive and conducive work environment plays a vital role in employee performance.

Dark Triad Trait and Employee Performance

Behavioural Plasticity Theory suggests that individuals with Dark Triad traits—Machiavellianism, narcissism, and psychopathy—may exhibit varying performance outcomes based on their work environment. For instance, Machiavellian employees may thrive in competitive environments by leveraging manipulative strategies, while the same traits may hinder performance in collaborative settings. Similarly, narcissistic individuals might perform well in roles offering recognition but may struggle in teamwork due to self-centeredness. Psychopathic traits often lead to impulsive, antisocial behaviour, which typically

results in poorer performance. The effectiveness of Dark Triad traits in influencing performance thus depends heavily on the work environment and leadership style. Kelly *et al.* (2020) [16] and Khan *et al.* (2020) [17] argue that performance is influenced by various factors, such as skills and motivation, and that Dark Triad traits interact with other variables affecting performance. Mishra *et al.* (2020) [19] notes that while not all individuals with Dark Triad traits exhibit poor performance, these traits may be channelled positively in certain roles, such as leadership. Quan *et al.* (2021) [23] emphasizes that Dark Triad traits may lead to short-term gains but negatively impact long-term organizational success. Hence, the following hypothesis is proposed:

H1- Dark triad trait negative influence on employee performance

Employee Deviant Behaviour and Employee Performance

The Behavioural Plasticity Theory posits that employees with higher susceptibility to external influences are more likely to engage in deviant behaviour when exposed to negative environmental conditions, which can diminish their performance (Bennett & Robinson, 2000) [3]. Employees perceiving unfair treatment or workplace stress may resort to absenteeism, sabotage, or other counterproductive actions. These deviant behaviours violate organizational norms, disrupt interpersonal relationships, and undermine task performance (Ghafoor & Haar, 2019) [12]. As a result, the organization's efficiency is compromised due to the resources allocated to manage these behaviours, thereby reducing employee performance. The theory emphasizes the need for a supportive and fair work environment to mitigate such behaviours and enhance performance. Bentley and Saklofske (2021) [4] argue that deviant behaviour can distract employees, reducing their focus on work tasks and harming their productivity. Zafaranchizadeh Moqadam *et al.*, (2022) highlight the strain on interpersonal relationships caused by deviant behaviour, which can negatively affect teamwork and collaboration, both essential for high performance. Guterres *et al.* (2020) [13] suggest that deviant behaviour can damage an organization's reputation, affecting customer trust and ultimately decreasing performance. Hameed (2019) [14] and Fayyaz *et al.* (2022) [9] add that deviant behaviour can waste time and resources, lowering morale and effort, which directly impacts performance. However, Fennell *et al.* (2023) [10] challenged the direct link between deviant behaviour and performance, suggesting other factors like job satisfaction and skill levels might be more significant. Hence the hypothesis of the study states that;

H2- Employee deviant behaviour has a negative influence on employee performance

Methodology

Research Design

Research design is the 'detailed blueprint' through which a researcher works towards the research objectives of a study with a fit among its objective, approach and tactics (Aaker *et al.*, 2019). The chosen research approach for this study is a positivist or deductive approach. The positivist approach emphasizes the use of systematic and structured procedures to gather empirical evidence and test hypotheses. In the context of this research, the positivist approach is employed to examine the relationships between Dark Triad traits,

employee deviant behaviour and employee performance. This approach relies on quantitative data collection and analysis to provide measurable and objective insights into these phenomena, by employing standardized survey questionnaires and statistical analysis techniques, the research aims to establish the presence and strength of relationships between variables (De Ries *et al.*, 2021) [8], ultimately leading to the generation of valid and reliable findings.

Population

The population of this study is focused on the employees of the Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago. The Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago consists of employees working at the ministry's headquarters in Port of Spain as well as those stationed in farm road in Curepe, 80 Abercromby St in Port of Spain, North Bank Road in Centeno, Circular road in St James across the country. Given the scope of the study, the population includes employees from different backgrounds, educational levels, and job roles within the Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago.

Sampling Technique

This study adopts a simple random sampling technique to recruit a sample size of 300 respondents from the Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago due to its effectiveness in ensuring that every member of the population has an equal chance of being selected. This technique minimizes selection bias and enhances the representativeness of the sample, thereby increasing the generalizability of the study findings.

Sample Size

In this study, the sample size was determined using Yamane's formula, a widely recognized method for calculating sample size based on a given population. Yamane's formula, which accounts for population size (N) and the desired level of precision or margin of error (e), allows researchers to estimate the sample size needed to achieve reliable results, by substituting the provided values into the formula, a sample size of 300 was determined for this study. The formula is as follows:

$n = N / (1 + N(e^2))$ where: n = sample size N = population size e = desired level of precision or margin of error. Using the adjusted population size (N = 1200), the formula becomes:

$$\begin{aligned} n &= N / (1 + N(e^2)) \\ n &= 1200 / (1 + 1200(0.05^2)) \\ n &\approx 1200 / (1 + 1200(0.0025)) \\ n &\approx 1200 / (1 + 3) \\ n &\approx 1200 / 4 \\ n &= 300 \end{aligned}$$

A sample size of 300 is ideal because it strikes a compromise between statistical precision and practical restrictions like time and resources.

Research Instruments

Research instruments are essential tools designed to collect data on a specific topic of interest. In this study, questionnaires were utilized as the primary research instrument to gather the required information from the target population. Specifically, a close-ended questionnaire was

employed to ensure standardized and efficient data collection

Pilot Study

A pilot study was conducted to evaluate the reliability of the questionnaire that was used in the main research study. This pilot test aimed to assess the quality of the questionnaire and identify any potential issues or unsuitable questions. The study involved a small sample of thirty (30) respondents, and the focus was on examining the Cronbach's Alpha coefficient as an indicator of questionnaire reliability. A purposive sampling technique was employed to select thirty (30) participants from the target population. Minor modification was made after the pilot study to ensure the instruments really measures what it intends to measure.

Ethical Issues

This study has incorporated ethical considerations to ensure the protection and well-being of the participants. Measures such as informed consent, confidentiality, anonymity, privacy, data protection, and minimizing harm were implemented to maintain the highest ethical standards, by upholding ethical principles, the study aimed to establish trust and respect between the researcher and the participants, ultimately contributing to the validity and reliability of the study findings. The ethical conduct of the research enhanced the credibility and integrity of the study, allowing for the responsible dissemination and utilization of the research outcomes.

Demographic Characteristics

This section provides a detailed analysis of the demographic characteristics of the three hundred (300) respondents who participated in the study. The demographic variables examined include gender, age, marital status, educational background, job position, job experience and job title. In Dataset of the study reveals a notable gender imbalance, with 75.1% of respondents identifying as male and 23.3% as female. This skew suggests a predominant male presence in the Department of Agriculture. The age distribution indicates a varied workforce, with respondents falling into different age brackets. The majority of participants are between the ages of 25 and 45 years, comprising 33.1%, 38.4%, and 19.3% in the 25-35, 36-45, and 46-55 age groups, respectively. Respondents below 25 years and above 55 years constitute smaller percentages, highlighting the sector's diverse age demographics.

The study reflects the marital diversity of staff in the Department of Agriculture, with 75.7% being married, 22.6% single, and 1.7% divorced. This information is crucial for understanding the personal dynamics and responsibilities that may influence staff in their roles within the agricultural setting. Educational attainment is diverse, ranging from Elementary School (0.0%) to Postgraduate (51.5%). The majority of respondents have either an undergraduate (45.5%) or postgraduate (51.5%) qualification, indicating a well-educated workforce in the Department of Agriculture.

The organizational hierarchy reveals a balanced distribution, with 34.4% classified as Junior Staff, 51.3% as Senior Staff, and 14.3% holding Director positions. This breakdown provides insights into the hierarchical structure within the agricultural organizations under study. Respondents exhibit varied lengths of service, with 47.7% having worked for 1-5

years, and 11.8% for over 20 years. This range of experience levels showcases the mix of fresh talent and seasoned professionals contributing to the agricultural sector's workforce. The distribution of roles illustrates the multifaceted nature of responsibilities undertaken by individuals in different capacities, contributing to the overall functionality of the sector.

Results

Objective One: Effect/impact of Dark Triad traits on employee performance within The Ministry of Agriculture, Land and Fisheries

Table 1: Summary of Simple Regression Analysis of the relationship between Dark Triad traits and Employee Performance

Variables	B	R ²	T	F	P-value
DTT->EP	.876	.764	46.088	1648.642	.000

Note: N=300, p <.05, Adjusted R2=.764, DTT and EP means Dark Triad traits and Employee performance respectively

Objective Two: Effect/impact of employee deviant behaviours on employee performance within The Ministry of Agriculture, Land and Fisheries

Table 2: Summary of Simple Regression Analysis of the relationship between Employee deviant behaviours and Employee Performance

Variables	B	R ²	T	F	P-value
EDBs-EP	.844	.682	38.426	1263.806	.000

Note: N=300, p <.05, Adjusted R2=.682, EDBs and EP means employee deviant behaviours and Employee performance respectively

Discussions

Dark Triad Trait and Employee Performance

Dark triad traits, encompassing narcissism, Machiavellianism, and psychopathy, significantly reduce employee performance. These traits are associated with manipulative, self-centered, and unethical behaviours that undermine team cohesion, trust, and overall workplace performance. Dark triad traits significantly reduce employee performance, as these traits are linked to manipulative, self-centered, and unethical behaviours. Forsyth *et al.* (2012)^[11] found that Machiavellianism, narcissism, and psychopathy are positively related to counterproductive work behaviour (CWB) and negatively associated with job performance. Quan *et al.* (2021)^[23] highlighted the role of contextual factors, such as culture and authority, in shaping these impacts. Öztürk (2021)^[20] showed that gender moderates the relationship between dark triad traits and CWB, with males exhibiting more pronounced negative behaviours. Deol and Schermer (2021)^[7] emphasized the importance of understanding these traits to manage their impact effectively. These studies collectively illustrate the detrimental effects of dark triad traits on employee performance, underscoring the need for targeted interventions and organizational strategies to mitigate these behaviours.

Behavioural Plasticity Theory (BPT) suggests that individuals with high levels of Dark Triad traits exhibit a high degree of behavioural adaptability, often manipulating situations to their advantage. This adaptability can result in negative outcomes like counterproductive work behaviours and reduced job performance. The theory supports the finding that Dark Triad traits correlate with lower

performance, as these individuals prioritize personal gain over organizational goals, leading to disruptive and manipulative actions that harm overall productivity.

Employee Deviant Behaviour and Employee Performance

Employee deviant behaviour has a significant negative impact on employee performance. This indicates that as deviant behaviours, such as violating workplace norms and ethical standards, increase, overall employee performance decreases. Employee deviant behaviour negatively impacts employee performance by disrupting organizational efficiency and effectiveness. Rezigalla (2020)^[24] found that such behaviours lead to distractions, conflicts, and decreased overall productivity. De Ries *et al.* (2021)^[8] revealed that deviant behaviour increases turnover rates, as employees seek better work environments. This is consistent with Teresi *et al.* (2022)^[30], who noted that deviant actions harm team dynamics, reducing cooperation, trust, and communication. Stelmokienė and Vadvilavičius (2022)^[28] emphasized the importance of ethical leadership in mitigating these behaviours by setting positive examples and creating a supportive culture. Syed *et al.* (2023)^[29] suggested fostering a safe environment for reporting deviant behaviour without fear of retaliation. Overall, these studies support the negative correlation between deviant behaviour and performance, emphasizing the need for strong leadership and a positive organizational culture to mitigate such effects.

From the perspective of Behavioural Plasticity Theory (BPT), the relationship between employee deviant behaviour and performance is explained by the reciprocity norms within the workplace. When employees perceive inequity or unfair treatment, they may reciprocate through deviant behaviours, thereby disrupting organizational performance. This theory supports the finding that deviant behaviour leads to decreased job satisfaction and productivity, as employees disengage from their roles in response to perceived negative exchanges.

Conclusion

The main objective of this research is to investigate the impact of Dark Triad traits and employee deviant behaviour on employees' work performance within the specific context of the Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago. Specifically, the research seeks to: examine the impact of Dark Triad traits on employee performance; investigate the impact of employee deviant behaviours on employee performance within the Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago

The key findings of the research reveal that Dark Triad traits, including narcissism, Machiavellianism, and psychopathy markedly reduce employee performance due to their manipulative and unethical nature.

Employee deviant behaviour significantly negatively impacts employee performance, with higher levels of deviant behaviour leading to lower productivity and morale.

Managerial Implication

The study espouses some implication for managers

Employee Deviant Behaviour and Employee Performance

Management at the Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago should implement

comprehensive training programs aimed at promoting ethical behaviour and adherence to company policies. Establishing clear guidelines and consequences for deviant behaviours is crucial. Regularly conducting workshops on ethics and professionalism can help in reinforcing positive behaviours. Additionally, fostering an inclusive and supportive work culture where employees feel valued and respected can reduce instances of deviant behaviour. Providing channels for employees to voice their concerns and grievances without fear of retaliation can also mitigate such behaviours. Leadership should actively engage in monitoring and addressing deviant behaviours promptly to maintain a productive work environment.

Dark Triad Trait and Employee Performance

Management at the Ministry of Agriculture, Land and Fisheries in Trinidad and Tobago should ensure that recruitment processes include psychological assessments to identify dark triad traits in potential employees. Continuous monitoring and evaluation of employees for these traits can help in taking preventive measures. Organizations should provide training programs focused on emotional intelligence, empathy, and teamwork to counteract the negative effects of dark triad traits. Mentorship and counselling services can also be beneficial in guiding employees towards more positive behaviours. Establishing a strong ethical framework and promoting a culture of transparency and accountability can further mitigate the impact of these traits on employee performance.

Suggestions for Future Studies

Future studies should explore the longitudinal effects of Dark Triad traits and employee deviant behaviour on performance, providing a deeper understanding of how these variables interact over time. Expanding the scope to include different industries and cultural contexts will enhance the generalizability of findings. Also, future studies should aim to develop and test intervention strategies that organizations can implement to manage the adverse effects of Dark Triad traits and deviant behaviour, promoting a healthier and more productive workplace environment.

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