
ORGANIZATIONAL LEADERS' PERSONALITIES
ON EMPLOYEES' JOB MOTIVATION IN
MALAYSIA

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Motivation in Malaysia

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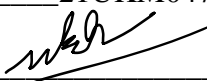
DECLARATION

I hereby declare that:

- (1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.
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Abstract

The dark triad personality traits developed by Paulhus and Williams in 2002 consists of three different types of personality traits, which are Machiavellianism, Narcissism and Psychopathy. Machiavellianism is used to describe someone who is manipulative, cunning, and deceitful. Narcissism is used to describe a person who thinks they are better than others, someone who cannot take criticism and ignores the opinions of others. Psychopathy is used to describe someone who gets frustrated easily, insensitive and has a lack of remorse. Neuroticism which is one of the negative personality traits derived from the Goldberg Big-5 Personality Trait Model (1992) which describes someone who is low in self-confidence, gets anxious easily and moody. These dark triad and negative personality traits if possessed by an organizational leader will have negative consequences on an employee's job motivation.

This research investigates how an organizational leader's dark triad and negative personality traits influences an employee's job motivation in Malaysia. 216 participants are enrolled in this study and a questionnaire is given to measure their current organizational leader's degree of possessing these dark triad and negative personality traits. Their job motivational levels depending on each of these personality traits are measured and the current prevalence rate of these dark triad and negative personality traits in Malaysia are also measured.

The result of this study confirms that if an organizational leader in Malaysia possesses a high degree of any of these personality traits, the lower the job motivational levels will be for the employees in Malaysia. There is a negative relationship between these two variables. The prevalence rate measured in this research is 38% for Machiavellianism and Narcissism, 23% for Psychopathy and 25% for Neuroticism.

Chapter 1

Introduction

1.1 Introduction

Personality is a term used to describe a person's individual and unique characteristics that are heavily influenced by his/her interests, self-beliefs, capabilities, motivational factors, and emotional patterns. Current literature points out that a person's personality will have a direct influence on their behaviour and decision-making patterns (American Psychological Association, 2022).

By this definition, a person's personality can be seen as a broad spectrum where it is difficult to describe with just one or two words. In 1992, a famous American Psychologist by the name of Dr. Lewis R Goldberg developed a model that can help coin certain personalities into five specific different traits. This model was named the Goldberg Big-5 Personality Trait Model and till this date, it has been extensively used in numerous studies to describe a person's personality. The five different traits defined in this model are agreeableness, extraversion, openness to experience, conscientiousness, and neuroticism. The first trait, agreeableness, is a trait that is used to describe someone who is compassionate, kind, trustworthy and someone who values social harmony. The second trait, extraversion, is a trait that describes someone who is enthusiastic, optimistic, extraverted and likes to interact with others. Openness to experience on the other hand describes a person who is curious, creative, thinks outside the box and possess the ability to be open to learn

and accept new concepts or ideas. The conscientiousness trait refers to someone who is meticulous, systematic, cautious, fair, and tends to always abide by the rules and regulations set. The last trait, neuroticism, is a negative trait used to describe someone who is anxious, indecisive, low in confidence as they frequently doubt themselves and are also self-conscious. The development of this model has been a breakthrough in better understanding of human personalities. Further advancements derived from this model have created numerous studies that researched on how this Goldberg Big-5 Personality Trait Model has an influence on a person's decision-making capabilities, behaviour, and how it affects others (Goldberg, 1992; Kiarie et al., 2017; Shahzad et al., 2021).

Personality is a very important aspect, especially in the context of leaders. This is because a leader, provided he/she has the right personality and characteristics, is a visionary that has the skills and capabilities to lead others and can fully utilize their follower's potential (Hill et al., 2022). A leader's personality is key to arouse the motivation of their followers because when working under the right leader who has positive personality traits, the followers are more likely to feel appreciated as their voices are heard, the leader creates a positive and happy work environment, and that the leader can add positive values to others that their followers appreciate (Chen, 2016; Kiarie et.al, 2017). So, with personality being a key factor for influencing motivation, it needs to be thoroughly studied for its better utilization, especially for organizational leaders. This is the main reason of why this is the topic chosen for this research.

Although the 1992 Goldberg Big-5 Personality Trait Model is proven to be useful in understanding personality and it can be used to evaluate how a leader's personality influence their followers, however, the model does not put a lot of emphasis on studying the negative traits of a human being as the model only evaluates just one negative trait, which is neuroticism. Fast forward to a decade later, in 2002, according to a journal written by Paulhus and Williams, the authors discovered that there are three other negative personality traits that can be used to evaluate the personality of another person and they coined these personalities as the "dark triad of personality". These three negative personality traits are

Machiavellianism, psychopathy, and narcissism. Where narcissism describes someone who is very self-centred with disregard for other's well-being. Machiavellianism describes someone who is manipulative and uses others for personal gain. Psychopathy refers to someone who has low levels of empathy, is impulsive, and poor behavioural control. Current literature shows that employees tend to dislike working under leaders who possess these negative personality traits as they feel manipulated, unappreciated, and exploited (Paulhus & Williams, 2002; Spain et.al, 2016; Prusik & Szulawski, 2019).

1.1 Purpose and Rationale for Conducting Research on This Topic

The purpose of this research is to study on whether organizational leaders who possess these dark triad personalities and the personality trait of neuroticism have any effect on employee's job motivation, specifically in Malaysia.

The rationale of why this topic is worth doing is to prove that leaders who possess negative personality traits have a direct negative effect on their employee's motivation, which can be detrimental to their company's performance. Current literature suggests that employee motivation depends on the personality traits of organizational leaders, where their personality trait is important in setting the type of environment and work culture for their team (Herzberg et al., 1959; Tan et al., 2013). With regards to the three dark triad personality traits, all three of these personality traits if possessed by organizational leaders, are more likely to decrease their employee motivational levels. If the Machiavellianism personality trait is present in the organizational leader, their cunning manipulative nature and their self-centeredness decreases the motivation of their team members as they feel that their leader does not have their best interest at heart (Gkorezis et al., 2015; Prusik & Szulawski, 2019). The lack of empathy, emotional instability, and tendency of bullying of psychopathic organizational leaders instils fear into their followers and a feeling of oppression which can decrease the employee's motivational levels (Boddy, 2015; Prusik & Szulawski, 2019; Cesinger et al., 2022). Organizational leaders with the narcissism personality traits have tendencies to be self-centred, ignoring the advice or ideas given by their fellow employees. This causes the

employee's motivational levels to drop as they feel as though their opinions do not matter and their voices falls onto deaf ears (Maccoby, 2004; Liao et al., 2019; Prusik & Szulawski, 2019). With regards to organizational leaders with the neuroticism personality trait, which is one of personality traits from the 1992 Goldberg Big-5 Personality Trait Model, their general negativity, emotional instability, and low self-esteem may affect those around them, especially their employees, which can decrease their motivational levels (Johar, 2013; Saha & Sharma, 2019; Ishaq et al., 2021). So, past literature supports the idea that these negative personality traits can negatively affect an employee's motivation. However, not much research has been done recently that specifically studies on how all four of these personality traits affect employee motivation if it is possessed by the organizational leaders. Most of the current research on this topic are conducted on either using the 1992 Goldberg Big-5 Personality Trait Model or the 2002 Paulhus and Williams Dark Triad of Personality model. Not much research has been done combining these two personality models on employee job motivation. This research aims to fill in this research gap.

Furthermore, not much research has been done that focuses on these dark triad personalities on employee motivation, most of the existing literature mainly uses the 1992 Goldberg Big-5 Personality Trait Model with an emphasize on job performance instead. Although a higher job performance could be due to a higher degree of job motivation by the employee, however this may not be the case all the time as there are other factors that can affect job performance. For example, individual qualities or personality, the organizational culture, organizational rewards, work attitude, and many more (Pandey, 2019). Not only that, but there are also other factors that can influence an employee's job motivation, for example, personal growth, job development opportunities, working environment, and money (Herzberg et al., 1959; Tan et al., 2013). With so many factors coming into play, the degree of influence of a leader's personality traits on their employee's motivation can be unclear, especially in the context of negative personality traits as these are not widely studied in current research. That is why it is needed to be thoroughly studied to fully understand the degree of correlation between these two variables and how significant is this correlation.

As to why it is specifically done on Malaysian employees is because based on a survey by JobStreet Malaysia in 2016, more than half of the respondents feel unsatisfied and demotivated in their work due to bad management and leaders exhibiting negative traits. There is some degree of correlation between Malaysian employee motivation and leadership personality, but not much further research has been done on this topic to justify that this issue is prevalent and needs to be taken into serious consideration.

This research also aims to prove that Malaysian employees take heavy consideration of their leader's personality when it comes to their job motivation and performance. It is also to create awareness that leaders should carry themselves better and to do some self-reflection to avoid possessing any of those negative personality traits.

These research gaps will be addressed through this research.

1.2 Conceptual Framework and Hypotheses

So, for this research, the major issue that needs to be addressed is to evaluate what is the extent organizational leaders who possess these dark triad and neuroticism personality traits will have on their employee job motivation in Malaysia. Whereas the sub-problem to be investigated would be to measure how Malaysian employees think about each of the negative personality traits, and how each of these negative personality traits (Machiavellianism, psychopathy, narcissism, and neuroticism) will negatively affect their motivation to perform if their leaders possess these negative personality traits. Another sub-problem to be investigated in this research is to find out whether each of these negative personality traits are prevalent in Malaysian leaders.

1.3 Variables

1.3.1 Controlled Variables:

- 1) The employees must be currently working with or under an organizational leader.

-
- 2) The study must be conducted using employees who is currently working in Malaysia only.

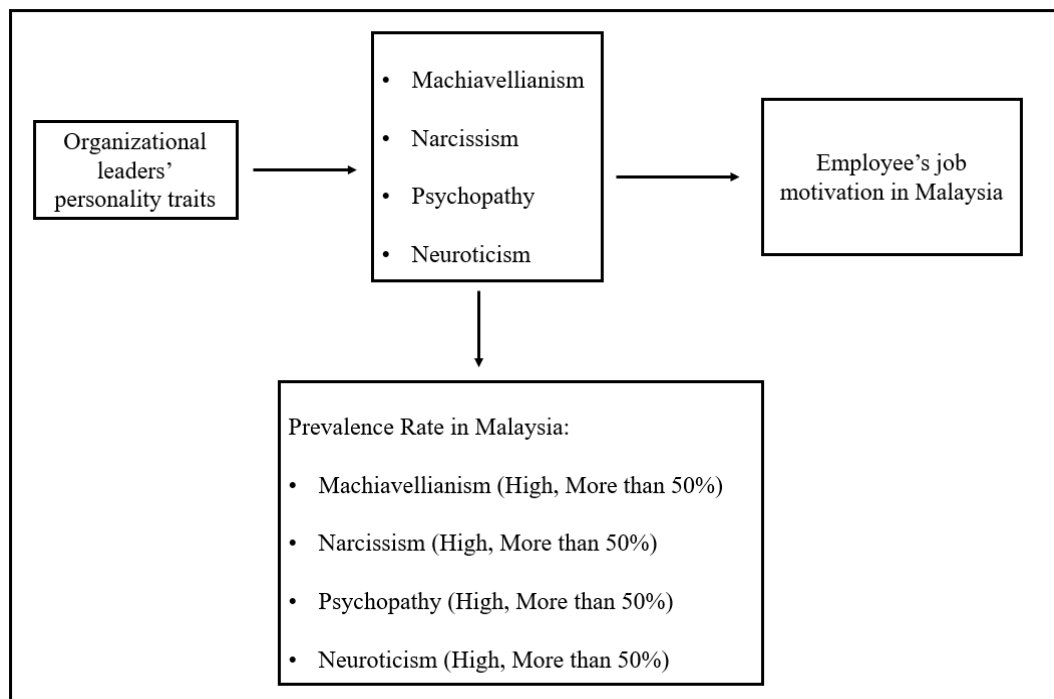
1.3.2 Dependent variable:

- 1) Job motivation levels of employees working in Malaysia.

1.3.3 Independent variable:

- 1) Degree of organizational leaders possessing the Machiavellianism personality trait.
- 2) Degree of organizational leaders possessing the psychopathy personality trait.
- 3) Degree of organizational leaders possessing the narcissism personality trait.
- 4) Degree of organizational leaders possessing the neuroticism personality trait.

Figure 1: Conceptual framework on organizational leader's dark triad and neuroticism personality trait on employee's job motivation in Malaysia.



1.4 Hypothesis:

Now that the variables and the conceptual framework has been established, this research will now derive the hypotheses between the negative leadership personality traits on Malaysian employee motivation. It is hypothesized that there should be a negative correlation between the negative organizational leader personality traits and Malaysian employee motivation, where the higher the degree of Machiavellianism, psychopathy, narcissism, and neuroticism that the organizational leaders possess, the lower the motivation of Malaysian employees to perform well. So, the hypothesis are as follows:

Hypothesis 1a: Organizational leaders who possess the Machiavellianism personality trait will negatively affect an employee job motivation in Malaysia.

Hypothesis 1b: Organizational leaders who possess the narcissism personality trait will negatively affect an employee job motivation in Malaysia.

Hypothesis 1c: Organizational leaders who possess the psychopathy personality trait will negatively affect an employee job motivation in Malaysia.

Hypothesis 1d: Organizational leaders who possess the neuroticism personality trait will negatively affect an employee job motivation in Malaysia.

Furthermore, based to the survey done by JobStreet Malaysia in 2016 that states that more than half of the respondents feeling dissatisfied and demotivated to work due to their leaders possessing negative personality traits, it is hypothesized that there is a more than average prevalence rate of Malaysian leader's possessing these dark triad and neuroticism personality traits. So, the hypothesis are as follows:

Hypothesis 2a: The prevalence rate of Malaysian organizational leaders possessing the Machiavellianism personality trait is high (more than 50%).

Hypothesis 2b: The prevalence rate of Malaysian organizational leaders possessing the narcissism personality trait is high (more than 50%).

Hypothesis 2c: The prevalence rate of Malaysian organizational leaders possessing the psychopathy personality trait is high (more than 50%).

Hypothesis 2d: The prevalence rate of Malaysian organizational leaders possessing the neuroticism personality trait is high (more than 50%).

1.5 Scope

For the scope of this research, this research is a quantitative style research where it will investigate collecting data from employees who are currently working in Malaysia and are currently working under someone who is of higher ranking in an organization. People who are not currently working in Malaysia or people who are not working under an organizational leader and excluded from this research. This research aims to collect more than 200 samples of data from the participants. Where 216 participants were enrolled in this study, but only 208 samples were collected and analysed as these data fit the criteria of being an employee currently working in Malaysia and are working under an organizational leader. A questionnaire containing 36 sample items are distributed to the participants online through Google Forms, the participants are given 30 minutes to complete the questionnaire. The period for collecting the data required for the analysis is 30 days. The data collected will be analysed to test the hypothesis that if an organizational leader possesses higher degrees of Machiavellianism, narcissism, psychopathy, and neuroticism, the lower the employee job motivational levels in Malaysia; and, the hypothesis that these personality traits have high prevalence rate in organizational leaders in Malaysia.

Chapter 2

Literature Review

For this part of the research, the four negative personality traits will be discussed more in depth, exploring on what has current literature contributed with relation to these negative personality traits have on employee motivation, and the importance of employee motivation in an organization. The review of current literature on these topics is crucial so that the readers can have a better understanding of the importance of conducting this research.

2.1 Machiavellianism

According to Daniel and Paulhus (2009), the term Machiavellianism was first discovered by a personality psychologist by the name of Richard Chirstie along with his colleagues in 1970. The inspiration of the term came from a person named Niccolo Machiacelli, who was a 16th century chief political advisor to the ruling of the Medici Family in Florence, Italy. Nicollo Machiavelli became well known for his 1513 book, dubbed “The Prince”, where it is quoted that for a ruler to achieve any goal, the ruler should use any tactics available in his/her arsenal, even if it means using manipulative strategies such as lying and flattery as the goal is more important than the methods used.

Machiavellianism is a personality trait that is used to describe someone who is manipulative, immoral, opportunistic, and deceitful in nature. People who possess this Machiavellianism trait only care about winning or reaching their own goals.

They disregard other people's feelings and emotions. They do not care about how others perceive them if they can achieve what they desire, which causes them to use deceitful and manipulative tactics such as lying, gaslighting and exploiting others. Due to their nature and skillset, Machiavellians can be successful and are able to achieve in top leadership positions if they were to work in an unstructured organization because they can use any tactic at their disposal to reach their desired outcome, even if it may have complete disregard to the feelings of others or be morally incorrect. However, even if they were to reach their goal, it comes with an expense of hurting the feelings of others and unable to form trust and meaningful bonds with others around them (O'Boyle et al., 2012; Bouncken et al., 2020; Mathieu, 2021).

Current literature has shown that people would prefer not to work with people who possess this Machiavellianism personality trait as there is a chance, they would experience emotional exhaustion. Emotional exhaustion is a condition when a person is psychologically strained due to chronic work stress. According to a study done by Gkorezis et al. (2015), out of the 122 participants that took part in this study and based on the factor analysis study that is tested significant, it is believed that Machiavellianism does strongly influence emotional exhaustion. Where if the leader possesses Machiavellianism, the higher the chance the follower will experience emotional exhaustion. This is attributed to the fact that Machiavellian leaders have little concern for their followers, they only care about results, and they have low empathy for others which causes them to stress out their followers if they do not perform well. For example, guiltting them into thinking they are not good enough or forcing them to work unwanted overtime if the employees do not perform well (Zhao et al., 2018).

It is also difficult to work with and under people who possess this Machiavellianism personality trait because they have a general sense of distrust when it comes to forming relationships with other people. This is because due to Machiavellians tends to use deceitful and manipulative tactics to achieve their goals, they would tend to project their own insecurities onto other people as they would assume that

every other individual is not pure hearted and would also use the same underhanded methods to reach their own respective goals. Due to this trait of Machiavellians, it prevents them from seeing the good of others, causing them to tend to seek faults in others and search for attackable weakness to protect themselves. This makes it extremely difficult for others to form a bond based on trust with Machiavellians and there is fear that they will be a victim of manipulation and deceit when working such individuals who possess this Machiavellianism personality trait (Richardson & Boag, 2016; Brewer & Abell, 2017).

2.2 Narcissism

The second dark triad personality trait by Paulhus and Williams (2002) is narcissism. The term narcissism was derived from Greek Mythology, where there was once a handsome young man by the name of Narcissus who was punished by God due to his actions of rejecting advances from a nymph named Echo's. The punishment bestowed onto Narcissus was that he fell deeply in love with himself after looking at an image of his reflection. However, after realizing that his love cannot be reciprocated as it was his own image, he remained in despair until death (Yakeley, 2018).

Narcissism is a personality trait that is used to describe someone who is very self-centred and someone who puts his/her needs first before the needs of others. Narcissists tend to possess a superiority complex and a feeling of entitlement where others should abide by what they say. They also exhibit a sense of victimhood where they do not have a sense of responsibility if things do not go their way, they would blame others for their mistakes, find faults in others even though they have faults themselves, and they blame others for treating them badly even though it was their actions that caused the problems (Yakeley, 2018; Urbonaviciute & Hepper, 2020; Edershile & Wright, 2022).

Current literature shows that there are two types of narcissism that an individual can possess. One is called grandiose narcissism. The traits and behaviour that this

type of narcissism exhibit is that they are arrogant in nature with a high sense of self-entitlement and self-esteem, they are aggressive in their approach, and they like to take risks. Most of them view life using a zero-sum interpersonal approach, where for them to win or gain something, a loss would need to be incurred on the other party. The other type of narcissism is called vulnerable narcissism. Individuals who possess vulnerable narcissism tend to exhibit behaviour of low self-esteem, they find it hard to trust others, they have a negative mindset and are anti-social (Miller et al., 2021).

Although narcissism is one of the dark triad personality traits, having healthy levels of narcissism is beneficial. According to literature, individuals who have healthy levels of narcissism are likely to be more extraverted in nature, making them more outgoing and approachable, they are less likely to experience depression, sadness, and Neuroticism. Furthermore, healthy levels of narcissism are an important component because it can help to boost self-esteem and self-worth. It is also reported narcissism can help in fulfilling specific tasks, such as giving a job interview or giving presentations. These benefits all stem from having healthy levels of narcissism and it is only due possible because of these narcissists' mindset of believing that they deserve the best in life. This allows narcissists to overcome tough challenges, making them stand out from other people and their mindset can help them become leaders in their respective organizations. For most cases, it is individuals who possess the grandiose narcissism trait that experience these benefits as they have a higher level of self-esteem and self-belief. So, individuals who possess moderate and healthy levels of narcissism is beneficial to oneself, however, individuals who possess destructive levels of narcissism would cause more harm than good to themselves and to others around them. (Miller & Campbell, 2008; Stieg, 2019; Leung et al., 2021).

Narcissism is also present in the workplace and leaders are in no exception of possessing this dark triad personality trait. For example, these organizational leaders are not willing to be challenged or questioned when something bad arises, they require excessive levels of praise and admiration from their employees or else these employees will be treated poorly, they do not accept and incorporate feedback

even if it is beneficial to them and the business they run, they do not care about others and put their needs above everyone else even though it is detrimental to their company, they demand power from others even though they did not accomplish much to achieve such status, and they take personal credit for the work done by others. Also, narcissistic organizational leaders can be materialistic where they seek status or prestige, they very often look down on others and dislike working with people they believe to be not on par with their level. For example, these organizational leaders would prefer to get closer to employees who are of higher social status or are wealthy as compared to working with someone more down to earth and are not on par with their social standings. (O'Connell, 2021). Due to these factors, when working under narcissistic organizational leaders, employees may feel stressed and unappreciated which can result in them having a decrease in work performance (Li et al., 2018; Miller et al., 2021). Narcissistic leaders can also decrease an employee's job satisfaction, decrease an employee's well-being, and increase a company's turnover rate because these narcissistic leaders tend to exploit others for their personal gains and shift the blame to others to prevent themselves from facing trouble (Asrar-ul-Haq & Anjum, 2020).

2.3 Psychopathy

The third and final dark triad personality trait by Paulhus and Williams (2002) is psychopathy. The term psychopathy was first created by a German psychiatrist named J.L.A Koch in 1888. Psychopathy was derived from the word psychopastiche, which means suffering soul in German language (Kiehl & Hoffman, 2011).

An individual who possesses this psychopathy personality trait will tend to exhibit the following few traits. The first trait is that psychopaths tend to have a lack of empathy towards others and are deficient in terms of emotional response. Empathy is an important trait that human beings should possess because it allows humans to view from the perspective of others before acting or concluding. By having empathy, it allows humans to have a better understanding of another's thoughts, feelings, and condition. Only by understanding another person's point of view and by fitting

oneself in another's shoes, it is then only possible to form meaningful bonds and create trust among one another (Gerace, 2020). However, most psychopaths lack in empathy and they are not in tune with their emotions, they are incapable of feeling guilt or remorse when they do harm to others, causing them to be incapable of forming trust and meaningful relationships with another person (Anderson & Kiehl, 2014; Neumann et al., 2016). This is supported by a few studies. According to a study done by Gordon and Platek (2009), where 6 participants' amygdala were scanned to measure their trustworthiness in response to people that do exhibit psychopathic traits. The findings were that the participants find individuals who possess psychopathic traits to be untrustworthy and they feel it is better to avoid such individuals. According to another study done by Weiss et al. (2016), where the study investigated communication difficulties, the 4-year marital satisfaction and 10-year divorce rates of married partners who possess psychopathic traits. The study concluded that if married partners possess high psychopathic traits, it leads to higher levels of communication difficulties, higher declines in marital satisfaction over time, and higher rates of divorce within 10 years, which could be attributed to the lack of empathy by individuals who possess this psychopathy personality trait.

Individuals who possess psychopathy personality traits also tend to possess poor behavioural controls where they exhibit aggressive behaviours and are prone to using violence. The potential reasons for why psychopaths have such violent tendencies could be due to them being characteristically self-centred, which causes them to be unable to understand how the way they behave will have a negative impact on others. They have a lack of empathy, causing them to have a lack of concern for another's distress. It could also be that they have antisocial personality disorder which causes them to be reckless, easily agitated, aggressive and have tendencies to break the rules (Anderson & Kiehl, 2013; Neumann et al., 2016; NHS UK, 2021). This idea that individuals possessing the psychopathy personality traits have violent tendencies and are prone to break the law repeatedly is supported by a study done by Gretton et al. (2001), where the study reported that over the course of an average of 55 months, previous offenders who were charged for their criminal behaviours are more likely to re-offended within the first six months, and this

proportion increases to about 70% over 5 years if the offender possess the psychopathy personality trait.

Psychopathy is an important personality trait to consider due to its high prevalence rate in our society. It is reported that about 1.2% of United States of America (U.S.) adult men and around 0.5% of U.S. adult women possess clinically significant levels of the psychopathy personality traits, which accounts to about 5.6 million U.S. citizens possessing psychopathic traits (Burton & Saleh, 2020; DeAngelis, 2022). In terms of being in the workplace, there is a chance that organizational leaders and colleagues do possess psychopathic traits, such as having low remorse, lack of empathy, aggressive, self-centred and exhibit violent behaviours. Although they may not always exhibit violence physically, they do project different types of violence such as verbal, racial, or sexual violence or instances of bullying. According to a study done by Noorullahi et al. (2022), the study was able to prove that workplace violence does occur. Based on the study, where 202 participants working in the hospital emergency department sector were given questions relating to workplace violence and the results were analysed, the study concluded that the overall prevalence rate of violence in the workplace was at 88.1%, verbal violence was at 98.9%, physical violence was at 25.2% and racial violence was at 2.5%. Furthermore, there are rare instances where excessive violence occurs that can cause fatal injuries. This is true as it is reported in the Census of fatal occupational injuries summary, 2021, there were a total of 5,333 fatal workplace injuries recorded that happened in the United States in 2019. Out of all 5,33 cases, 761 were intentional injuries. So, all these points discussed above makes it hard for people to work with people that possess the psychopathy personality traits as workplace psychopaths are difficult to be trusted, and it is hard for them to connect and form meaningful bonds with others (Morin, 2017; Chamorro, 2019).

2.4 Neuroticism

The last personality trait to be focused on for this research will be neuroticism. Neuroticism is not part of the dark triad personality traits developed by Paulhus and Williams (2022). Neuroticism was developed by Dr. Lewis R Goldberg (1992), and

it is one of the only negative personality traits from the Goldberg Big-5 Personality Trait Model.

Neuroticism is a personality trait used to describe someone who is usually anxious, indecisive, and has high levels of self-doubt due to their low levels of confidence in themselves. They are prone to experience negativity such as quick to get irritated, angry, anxiety, and are emotionally unstable. People who possess high levels of neuroticism are also more susceptible to environmental stress, this causes them to overinterpret things, where ordinary situations to a normal person can become life-threatening situations to them because minor inconveniences or frustrations can overwhelm them emotionally and mentally. This makes people who possess high neuroticism to be moody and emotional most of the time. These reasons cause them to be defensive in nature and sometimes they can lash out their anger and hostility towards others (Saha & Sharma, 2019; Ishaq et al., 2021; Weed & Kwon, 2023).

The negative aspects of neuroticism can negatively affect an individual if they possess this personality trait. Due to their emotional instability, excessive worry, fear, and lack of confidence, they are more prone to experience a diminished quality of life, occupational failure, and marital dissatisfaction. High levels of neuroticism can also badly affect an individual's work performance as neuroticism causes them to be constantly emotionally preoccupied, easier to feel exhausted and distracted (Widiger & Oltmanns, 2017).

In the workplace, having subordinates that exhibit this neuroticism personality trait can have negative consequences towards oneself and towards the company. This is especially true in the context of organizational leaders possessing this personality trait. For example, due to the emotional instability that organizational leaders with neuroticism possess, it is easy for them to be angry towards their employees and publicly humiliate their employees in front of other employees. There are instances where these organizational leaders will lose their temper and physically punish their employees using violence to force their employees to perform better. These can have negative consequences for the employee as they may feel frustrated, disrespected, decrease in self-esteem, and feel inferior towards the organizational

leader. This can hinder the employee's work performance which has a direct negative effect on the company's performance. Besides that, due to the personality traits that organizational leaders with neuroticism possess, they are easily stressed and restless. They exert this behaviour towards other employees, which can turn the workplace into a stressful and cold environment to work in that can potentially hinder employee's performance. Furthermore, organizational leaders who possess the neuroticism personality trait are prone to be lacking in confidence in themselves and also in others, this hinders their decision making capabilities as they always doubt themselves and because they are not confident in the ability of others, these organizational leaders will try to micromanage and control everything that their employees do in the workplace in order for them to achieve their desired outcome (Johar, 2013; Saha & Sharma, 2019; Ishaq et al., 2021).

Neuroticism is an important personality trait to consider because current literature points out that there is a negative correlation between employee job satisfaction and leaders possessing the neuroticism personality trait. According to a study done by Mostafa et al. (2020), out of the 511 participants that participated in this study, the study proved significantly that if their leaders possess higher levels of neuroticism, the lower the employee greater job satisfaction and commitment will be. There are higher turnover intentions by the employees as well if their leader possesses this personality trait. According to another study done by Kiarie et al. (2017) which has 222 participants, the study concluded that if leaders possess emotional stability and they do not exhibit neuroticism, the greater the employee's job satisfaction will be. This will likely lead to less employee turnover and the employees are more likely to perform better.

2.5 Motivation

Motivation is said to be synonymous with enthusiasm. When an individual is very enthusiastic on a certain topic, this enthusiasm can influence a person's behaviour or action, where it increases the individual's willingness and desire, or in other words, increases the motivation level of an individual to pursue what they are enthusiastic about. Another way to define motivation is that motivation is a process

whereby it energizes a person's effort, where the effort is directed and sustained to achieve a certain goal (Robbins & Coulter, 2014; Pang & Lu, 2018). In terms of business and management, motivation has a slightly different meaning. Motivation in this sense is defined as the key drivers that encourage and motivate workers to stay committed and remain interested in their respective jobs. This motivation can be realized into a form of energy that influences employees to work towards their organization's objectives. It is difficult for an organization to achieve their goals if there is no commitment from their workers due to lack of motivation (Varma, 2017; Market Business News, 2021).

The factors of motivation for each person are different as everyone has their own respective wants and needs. To better understand these factors of motivation, a renowned psychologist named Frederick Herzberg developed the Herzberg's two-factor theory model in 1959, and till this date, this model has been useful in finding ways in motivating others, especially in the workplace. The two main factors in this model are the motivators and the hygiene factor. Motivators are factors that are intrinsic to doing the job itself, it provides satisfaction and motivation to the employee when they perform the work assigned. Common examples of motivators are personal growth, job or skill development opportunities, job responsibility and redundancy, and acknowledgement of work done by others and company higher-ups. Hygiene factors on the other hand are factors that are extrinsic of the work itself, it does not directly affect the motivation of others, however, the absence of these hygiene factors will likely result in job dissatisfaction. Examples of hygiene factors are job certainty and safety, working environment, money or salary given, fairness and reasonability of organizational rules and policies, and assistance from management to resolve problems. Based on Herzberg's two-factor theory model, it is most ideal when the hygiene and motivation factors are both high, the employees are highly motivated and are less likely to complain as it is difficult to find fault in their job. If hygiene factors are high but motivation factors are low, employees are not motivated to work and are only in it for the money. If hygiene factors are low but motivation factors are high, employees are high in motivation, but they are dissatisfied with their salaries or work conditions as they feel the challenge and excitement of work are not up to par with what they are rewarded with. When both

motivation and hygiene factors are low, the employee will be unmotivated to work and have constant complaints of the work conditions and reward system (Herzberg et al., 1959; Tan et al., 2013; Rahaman et al., 2020).

Besides motivational factors, there are also several non-motivational factors that can influence what a person's motivation level, for example their age, socioeconomic status, literacy level, academic achievements, culture, up-bringing, and the availability of substitutes for similar types of work. Autonomy is also one of the factors that can influence the motivation levels of an employee in the workplace. For example, if organizational leaders bestow more autonomy to their employees, the employee will feel that their opinions matter, they are trusted and appreciated by their leader. This increase in motivation of employees will push them to perform better, increasing their productivity, increasing the quality of work done, and most importantly they become more confident in implementing their own ideas into the company's work process that could potentially increase the quality and efficiency of work done (Ratnasari et al., 2019; Market Business News, 2021).

One misconception is that employee happiness is correlated to job motivation. Although an employee can be happy with their work, however, he/she can be happy without giving it their all into their work as they do not have the motivation to commit. So, even if the employee is happy, they may not be motivated which in turn can cause their work performance to be subpar. The same is true that even if an employee is unhappy if their job, they can still be motivated to perform well. However, it is true that motivated employees are likely to have more drive which enables them to perform better (Beard, 2015; Market Business News, 2021).

Motivation is important because it can provide the following benefits to the organization. First, it can help to increase an employee's job satisfaction because higher levels of motivation increase the job satisfaction of employees, thus potentially increasing the employee's job performance as the employees are now willing to put more effort for the company. Secondly, higher motivation levels can help organizations to retain its talents as the employees are less likely to resign if they are motivated to work. This enables the organization to plan for the long run

as the talents are retained and they continue to produce benefits for the organization, have a better company track record as employee turnover rates are reduced, and the organization do not have to worry about the need to hire and train new candidates as replacements, thus helping the organization to save time and cost. Besides that, when motivation levels are high among employees, the energy of a highly motivated employee can potentially increase the motivational level of other employees, thus creating an environment that can help boost the motivational levels of others in the organization. This is beneficial to the organization because it allows for higher levels of effectiveness and efficiency in work done, the environment created helps unify the direction of the team so that the team's actions are aligned with the goals set, and the employees with higher motivation are likely to have higher perseverance as they are more motivated to achieve the goal than worry about the difficulties they will face, this helps the organization to confront challenging business problems (Varma, 2017; Pang & Lu, 2018; Ratnasari et al., 2019)

2.6 Leader Dark Triad and Neuroticism Personality Trait on Employee Motivation

Leadership is very important to an organization because it can promote effective teams and group performances that directly affect the organization's performance. This is because organizational leaders who possess the right leadership styles can positively increase the motivational levels of their employees. Motivated employees are more likely to perform more effectively and efficiently, thus resulting in a rise in the organization's performance (Boddy, 2015).

A leader's personality trait will have a direct influence on their employee's motivation. This is because the leader's personality trait can potentially set the type of work environment and culture that the employees will work in, it can be said that this is an important hygiene factor that employees will consider when taking up a new job or remaining at the same organization (Herzberg et al., 1959; Tan et al., 2013). There is no doubt that the dark triad personality traits as well as neuroticism personality trait will have an impact on employee's motivation, this part of the

research will investigate how each of these personality traits will influence employee motivation.

Machiavellianism as described above is a personality trait that describes someone who is cunning, manipulative, and will use whatever means possible to reach their desired goal even if it breaks the rules. Organizational leaders who possess this personality trait although they can be very successful because they will find ways to achieve their goals with whatever means necessary, however, because of their self-centeredness, they will always try to maintain their workplace position or title even though it might come with the expense of hurting the others around them, especially to their followers (Cesinger et al., 2022). For example, they show little to no concern for the feelings of their followers, and they exhibit low levels of empathy towards others. The followers or employees working under these Machiavellians may feel like they are unappreciated or that their opinions do not matter because these Machiavellians only think about themselves and they act in ways only to benefit themselves, not for the team. These reasons can negatively decrease the motivation levels of employees because they feel that these leaders do not have their best interest at heart (Gkorezis et al., 2015; Prusik & Szulawski, 2019).

Psychopathy as described above is a personality trait that describes someone who is anti-social in behaviour, and has a general lack of conscience, remorse, empathy, and responsibility. Psychopaths are not suited to be organizational leaders because of their tendencies to manipulate and exploit others for personal gain, they feel as though the organization's issues are of no concern to them. Due to their lack of empathic concern for others, psychopathic organizational leaders are more likely to engage in conflict with others in the organization, especially for those working under them (Cesinger et al., 2022). Psychopaths are attracted to positions of higher power, for example managers or supervisors, because these job positions enable them to fulfil their desire to exercise domination and control over others. This can have negative consequences on employee well-being and motivation in the case where they are bullied in the workplace by these psychopathic organizational leaders, or the employees are severely micromanaged to the point that their freedom is restricted (Palmen et al., 2021). The defensive nature of psychopathic

organizational leaders to protect their own agenda, for example they deny the viewpoints of others that go against theirs, or they deny the right to speak for employees that they dislike is detrimental to the motivation of the employees. This is because when the employees feel that they are being oppressed and their voices are unheard, their motivation levels will likely decline (Boddy, 2015; Prusik & Szulawski, 2019).

Narcissism as described above is a personality trait that describes a person who believes that they are better and more competent than others, have a feeling of entitlement and have tendencies to attention seek. Due to their beliefs that they are better than others, narcissist leaders tend to be poor listeners as they believe that their opinions are always the right one. Even if words of caution or advice are given, these narcissistic leaders will choose to ignore them. Employees who perceive that their leaders possess the narcissism personality trait will start to doubt the leader's openness as they may think that the leaders do not take their suggestions seriously. The employees will start to not provide any input or suggestion to their narcissistic leaders. This can have negative consequences on their employees' motivation because they feel like their voices are unheard of and there is a risk that if the advice given is not taken into consideration, it could lead to a disastrous catastrophe. The worst-case scenario is that these narcissistic leaders will choose to ignore the employees who disagree with their views. This will further strain the relationship between the leader and their employee, creating further isolation between the two parties which can result in a decrease in employee motivation (Maccoby, 2004; Liao et al., 2019; Prusik & Szulawski, 2019).

Neuroticism as described above is a personality trait used to describe someone who is negative in nature, emotionally unstable, very susceptible to environmental stress and are defensive in nature. Due to the depressed nature of organizational leaders possessing this neuroticism personality trait, they are not consistent in managing and administering an organization as their personalities can result in suboptimal or bad decisions being made. For example, organizational leaders with high Neuroticism may exhibit negative emotional display, this might frighten or leave a bad impression on their employees' that can decrease the employee's motivational

levels. Furthermore, organizational leaders who possess this neuroticism personality trait are unable to handle anxiety or stress properly. This might result in such leaders micro-managing their employees. The lack of freedom caused by this micro-management decreases the motivational levels of the employees. Also, the negativity and low self-esteem of such organizational leaders may trickle down to their followers or employees, causing them to possess such traits that can also decrease their personal motivational levels (Johar, 2013; Saha & Sharma, 2019; Ishaq et al., 2021)

So, it can be seen from past literature that organizational leaders who possess these dark triad personality traits as well as the Neuroticism personality traits have a negative impact on employee motivation. Further research on this topic is important for humans to have a better understanding on whether these personality traits still have a negative effect on employee motivation and to evaluate if these results from past literature still holds true today, especially in a country like Malaysia.

Chapter 3

Methodology

3.1 Design

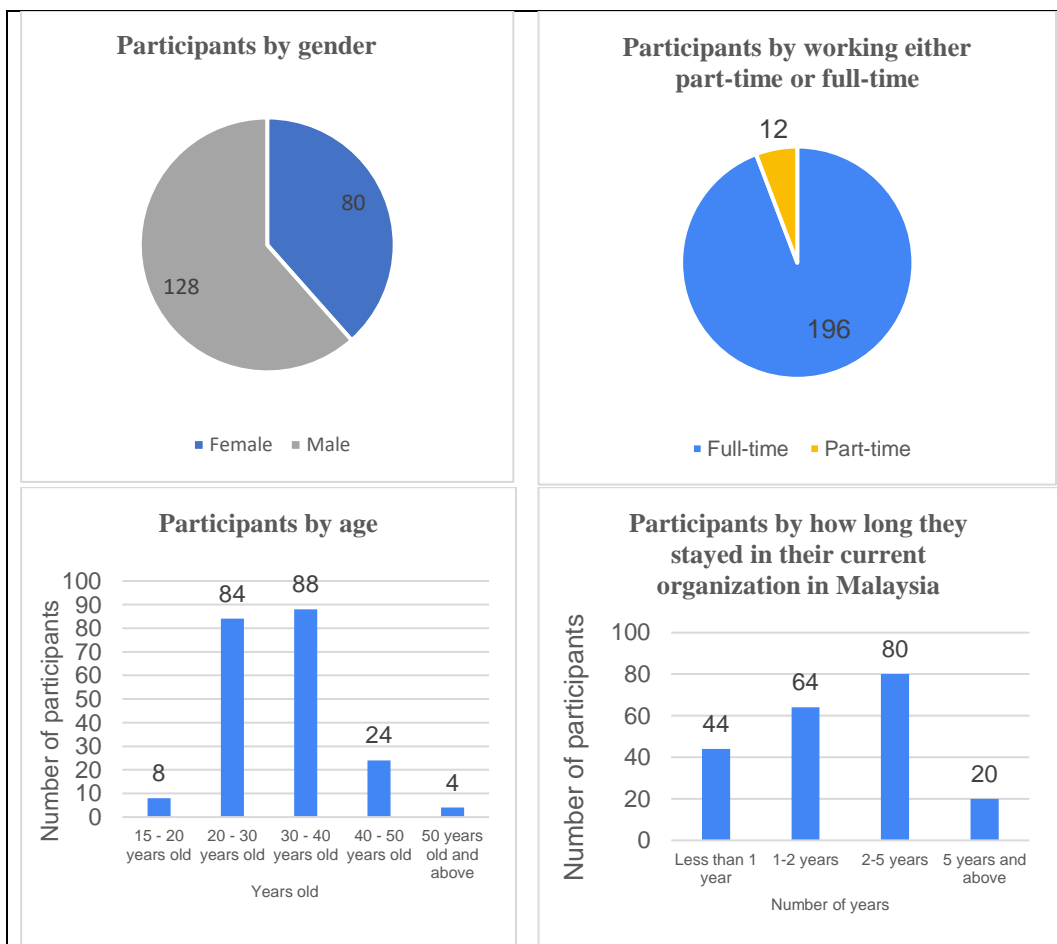
A quantitative method of study is used to conduct this research. An online questionnaire containing 36 sample-items in Google Forms format is distributed to the participants, the participants were given 30 minutes to answer all the sample items in the questionnaire. The reason for this use of quantitative questionnaire study design is so that an appropriate amount of data is collected from the participants, then analysed to determine whether there is a relationship between organizational leader's dark triad personality traits and the motivational levels of employees in Malaysia. The period for collecting the data required for the analysis is 30 days. The data collected will be analysed using t-Tests and regression analysis via the Microsoft Excel software to test the hypothesis that if an organizational leader possesses higher degrees of Machiavellianism, narcissism, psychopathy, and neuroticism, the lower the employee job motivational levels in Malaysia; and, the hypothesis that these personality traits have high prevalence rate in organizational leaders in Malaysia.

3.2 Subjects or participants

For this study, simple random sampling is used for the sampling procedure to prevent biases and to ensure each member of the population has an equal chance of

being selected to undergo this research. The number of samples collected for this research is 216 samples. According to the 216 samples collected, the 216 participants who were enrolled in this research are currently residing in Malaysia and are between the ages of 18-70 years old. These participants were given the 36 sample items questionnaires to be completed. Only the responses from participants who are currently working under someone in an organization, for example working under and reporting to managers, supervisors or higher-ups in Malaysia are considered valid responses, and only completed questionnaires are considered valid. Out of 216 participants, 208 responses from them are considered valid. The demographics of the participants that took part in this research are as follows:

Figure 2: Demographics



Note. Adapted from questionnaire (2023).

Based on Figure 2 out of the 208 participants, 128 of the participants are female, whereas the other 80 are male. 196 of the participants are full-time workers, 12 of them are working part-time. Most of the participants are from the “20-30 years old” group and the “30-40 years old” group. Also, most of the participants have worked in between 2-5 years for their current organization in Malaysia, 64 of them worked for only in between 1-2 years, 44 of them worked for less than 1 year and only 20 of them have been working for more than 5 years for their current organization in Malaysia.

Simple random sampling procedure will be used to conduct this research so that every single member of a population is chosen randomly to prevent the occurrence of biases.

3.3 Instruments

To determine whether the organizational leader of the employee possesses any of the following negative personality traits and to test its current prevalence rate in Malaysia, quantitative sample items from two different literature will be used. For measuring the dark triad personality traits of an organizational leader, specifically Machiavellianism, psychopathy and narcissism, the sample items developed by Jonason and Webster (2010) are modified and then used to measure these three dark triad personality traits. For measuring the neuroticism personality trait of an organizational leader, the sample items of the Revised NEO Personality Inventory™ which was developed by Costa and McCrae (2000) are modified and used to conduct measurements on this personality trait. A 5-point Likert Scale is used for these sample items, where 5 points indicate that the participants strongly agree with the statements or questions stated, whereas 1 point indicates that they strongly disagree with the statements or questions stated. The sample items are as follows:

| |
|-------------------------------------------------------------------------|
| My leader possesses the following traits that exhibit Machiavellianism: |
|-------------------------------------------------------------------------|

| |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Use deceit and lie for their own benefit. • Exploit others for their own benefit. • Manipulate others for their own benefit. • Use flattery for their own benefit. |
| <p>My leader possesses the following traits that exhibit narcissism:</p> <ul style="list-style-type: none"> • Attention Seeking. • Prestige or status seeking. • Think they are better than others. • Ignore the opinions of others. |
| <p>My leader possesses the following traits that exhibit psychopathy:</p> <ul style="list-style-type: none"> • Lack of remorse. • Insensitive. • Lose temper quickly. • Frustrated easily. |
| <p>My leader possesses the following traits that exhibit neuroticism:</p> <ul style="list-style-type: none"> • Emotionally unstable. • Moody. • Low in confidence. • Easily anxious. |

The second measurement for this paper is on how the organizational leader's personality trait influences the employee's job motivation. The quantitative sample items that were developed by Jawahar and Carr (2007) and Gagné et al. (2014) were adapted, pooled together, and modified for it to be suitable for this paper. A 5-point Likert Scale is used to measure the impact of an organizational leader's Machiavellianism, psychopathy, narcissism, and neuroticism on the participants job motivation, where a 5 indicates the participants strongly agree with the statement, whereas a 1 is when the participant strongly disagrees with the statement. The sample items are as follows:

-
- | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Based on my leader’s personality trait, I do more because I think this work is worth putting effort into. • Based on my leader’s personality trait, I really feel that I'm not wasting my time at work. • Based on my leader's personality traits, I always meet or beat targets whenever I finish my work. • Based on my leader's personality traits, I feel a sense of personal satisfaction when I do this job well. • Based on my leader's personality traits, I rarely miss work even when I have a good reason to not go to work. |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The participants for this research are prompted with the above sample items after they had answered the sample items with regards to whether their organizational leaders possess any of the traits that exhibit a specific negative personality trait. For example, after the participants have answered the sample items with regards to whether their organizational leader exhibit the following traits that represent Machiavellianism, such as “use deceit and lie for their own benefit , exploit others for their own benefit, manipulate others for their own benefit, and use flattery for their own benefit”, they are then asked to answer the sample items with regards to how this Machiavellianism personality traits affect their job motivation. This process is repeated after the participants have answered for all four negative personality traits.

The sample items for this research study are valid because it is adapted and modified based on sample items from past literatures. To determine the reliability of the 36 5-point Likert Scale sample items on whether organizational leader’s personality traits influence employee’s motivation in Malaysia, a Cronbach’s Alpha test was used. The results are as follows:

Table 1: Cronbach’s Alpha test on independent variables

| |
|-----------------|
| ANOVA (Table 1) |
|-----------------|

| <i>Source of Variation</i> | <i>SS</i> | <i>df</i> | <i>MS</i> | <i>F</i> | <i>P-value</i> | <i>F crit</i> |
|------------------------------------|-----------|-----------|-----------|----------|----------------|---------------|
| Rows | 3477.745 | 207 | 16.8007 | 17.80869 | 0 | 1.173776 |
| Columns | 367.9952 | 15 | 24.53301 | 26.00491 | 3.24107E-69 | 1.669606 |
| Error | 2929.255 | 3105 | 0.943399 | | | |
| Total | 6774.995 | 3327 | | | | |
| Cronbach's Alpha = 0.943848 | | | | | | |

Table 2: Cronbach's Alpha test on dependent variables

| ANOVA | | | | | | |
|------------------------------------|-----------|-----------|-----------|----------|----------------|---------------|
| <i>Source of Variation</i> | <i>SS</i> | <i>df</i> | <i>MS</i> | <i>F</i> | <i>P-value</i> | <i>F crit</i> |
| Rows | 5641.888 | 207 | 27.2555 | 30.39463 | 0 | 1.172359 |
| Columns | 276.9962 | 19 | 14.57874 | 16.25784 | 5.12326E-52 | 1.589153 |
| Error | 3526.804 | 3933 | 0.896721 | | | |
| Total | 9445.688 | 4159 | | | | |
| Cronbach's Alpha = 0.967099 | | | | | | |

Table 1 represents Cronbach's Alpha test results for the 5-Point Likert Scale sample items for the independent variable, whereas Table 2 represents the Cronbach's Alpha test results for the 5-Point Likert Scale sample items for the dependent variable. By referring to both Table 1 and Table 2, it is seen that the Cronbach's Alpha for the sample items is 0.944 and 0.967 respectively. Since the value is more than 0.9, it concludes that the 36 5-point Likert Scale sample items for this questionnaire are reliable because they have good internal consistency.

3.4 Procedure

This research study will be conducted online, where an online questionnaire will be distributed to the participants in the form of Google Forms. The participants will be required to fill in every question in the questionnaire for their response to be considered valid for analyzation. Each participant can only fill in one questionnaire and they are given 30 minutes to fill in all the required questions. The period for collecting all the required data for this research study is 30 days. The participants are notified that the data collected for this research study will be private and confidential. The participants will stay anonymous throughout the whole research study. This is to protect the participants identity and to ensure that the participants

stay truthful to their responses on answering the questionnaire. Once the participants had completed the questionnaire, they were thanked for their participation.

Once all the data has been collected and the required quota of valid data that can be analysed has been achieved, the collected data is then analysed using the Microsoft Excel software. For the first part of this research study, where it is required to determine whether the organizational leader of the employee possesses any of the following traits that represent each of the negative personality traits, a simple bar chart is used. With regards on determining the prevalence rate of these negative personality traits in organizational leaders in Malaysia, a pie chart will be used to illustrate the percentages. Due to one personality trait consisting of four sample items, for example to test for organizational leader's Neuroticism, the four sample items are "emotionally unstable, moody, low in confidence and easily anxious", and each sample item uses a 5-point Likert Scale. If the combined score of these four sample items is more than 10, it is assumed that the organizational leader of the participant possesses this personality trait. If the combined score is less than 10, it is assumed that the organizational leader of the participant does not possess this personality trait. If the combined score is equal to 10, it is assumed that the participant assumes that the organizational leader is neutral when it comes to possessing that negative personality trait.

For the second part of this research study, a T-test using the Microsoft Excel software is done to test whether there is any relationship between organizational leaders' personality traits and employee job motivation in Malaysia, and to test whether the results obtained from this research is of significance. The organizational leader's personality traits of Machiavellianism, narcissism, psychopathy, and neuroticism will be the independent variables analysed, whereas the employee job motivation will be the dependent variable analysed. Since each personality trait consists of four sample items, and the measure of the dependent variable for each negative personality trait consists of five sample items, the sample items are first pooled together based on their variable types before undergoing the

T-test. Furthermore, a regression analysis is done using the pooled four sample items independent variables per negative personality trait against the dependent variable where all five sample items from all four personality traits are pooled together. This regression analysis also allows this research study to measure which one out of the four negative personality traits have the most or least impact on the dependent variable of employee job motivation in Malaysia.

Once all the analysis has been done and there is no more use of the data collected from the online questionnaire, these data will be deleted to prevent data being leaked and to protect the identity of the participants.

Chapter 4

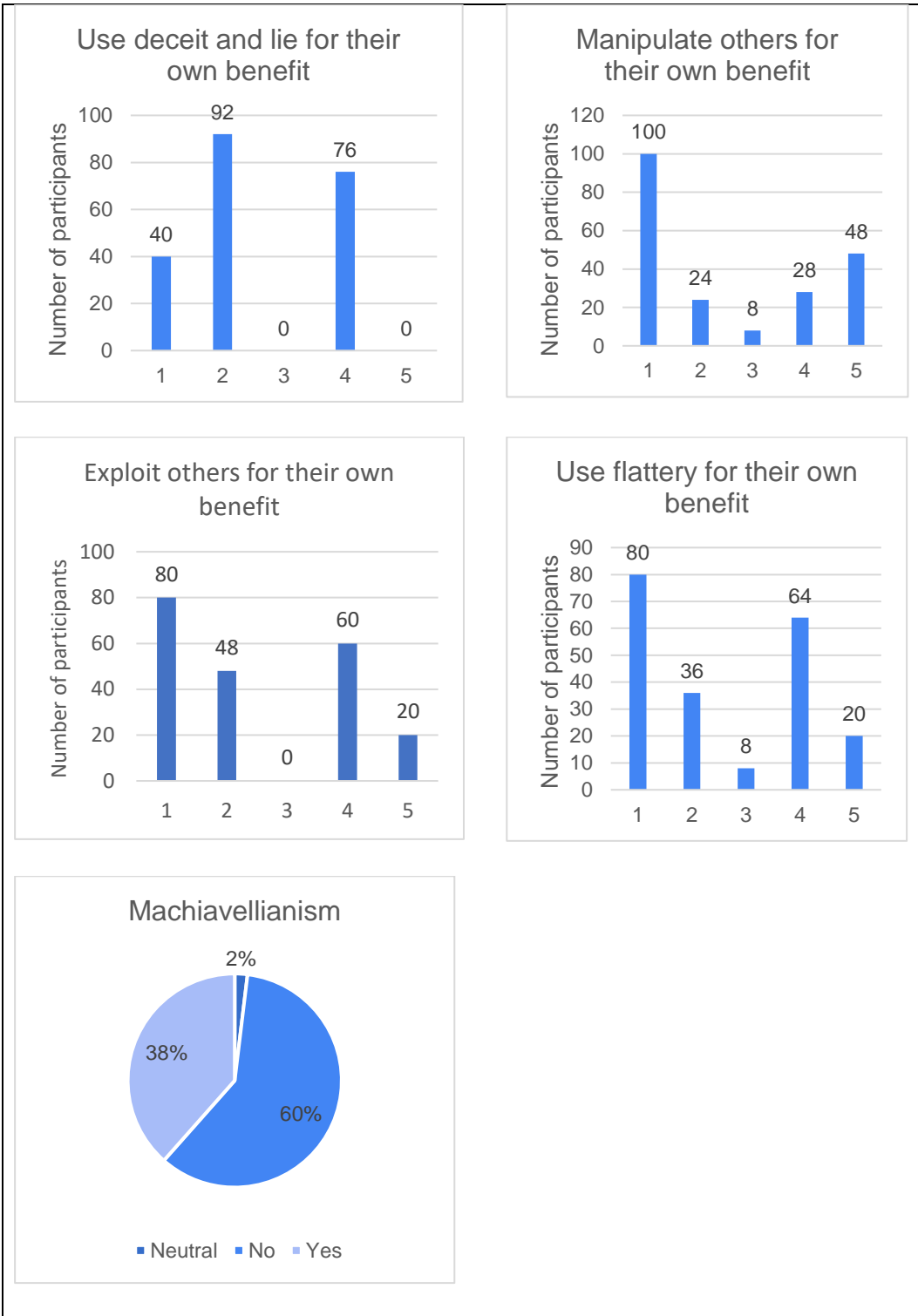
Research Results and Analysis

Based on the 216 samples collected for this research, where 208 out of the total 216 collected samples were considered valid, the collected sample data is then analysed for this part of the research. The sample data collected will first go through analysis to test whether the organizational leaders of these employees possess any of the traits that are exhibited by individuals who possess these Machiavellianism, narcissism, psychopathy, and neuroticism personality trait. The overall prevalence rate of these personality traits will then be calculated based on the data collected. Then, a t-Test will be conducted to test the correlation and significance of the independent variable of the degree of organizational leader possessing these dark triad and neuroticism personality traits on the dependent variable of employee job motivation in Malaysia. A regression analysis is then done to test which of these dark triad and neuroticism personality traits possessed by organizational leaders have the most influence on the dependent variable.

4.1 Machiavellianism

4.1.1 Degree of organizational leaders possessing the Machiavellianism personality trait

Figure 3: Results of participants agreeability on their organizational leaders possessing the Machiavellianism personality trait.



Note. Results of participants agreeability on their organizational leaders possessing the Machiavellianism personality trait (Use deceit and lie for their own benefit, Exploit others for their own benefit, Manipulate others for their own benefit, Use flattery for their own benefit).

Figure 3 shows the results of the questionnaire, where the participants were asked to rank the level of agreeability when it comes to whether their organizational

leaders possess the traits that represent Machiavellianism such as use deceit and lie for their own benefit, exploit others for their own benefit, manipulate others for their own benefit, and use flattery for their own benefit. In terms of whether their organizational leader uses deceit and lies for their own benefit, most of the participants, 40 participants out of the 208 participants strongly disagree with this statement, 92 participants disagree with this statement, whereas 76 participants agree that their organizational leader uses deceit and lies for their own benefit. In terms of whether their organizational leader manipulates others for their own benefit, 100 participants strongly disagree with this statement and 24 participants disagree with this statement, whereas 48 participants strongly agree and 28 participants agree that their organizational leader possesses this trait. So, about 60% of the participants either strongly disagree or disagree that their organizational leader manipulates others for their own benefit. In terms of whether their organizational leader exploit others for their own benefit, the majority participants, which is 80 participants strongly disagree that their organizational leader possesses these traits, and 48 participants disagree that their leader exploit others for their own benefit. On the other hand, 60 participants agree, and 20 participants strongly agree that their organizational leader exploit others for their own benefit. In terms of whether their organizational leader uses flattery for their own benefit, most of the participants, which is 80 participants out of the 208 participants strongly disagree with this statement and 36 participants disagree with this statement. A total of 84 participants either strongly agree or agree that their organizational leader uses flattery for their own benefit. Based on the results of this questionnaire, 38% of the organizational leaders in Malaysia are currently possessing this Machiavellianism personality trait.

4.1.2 Organizational leader’s Machiavellianism personality trait on employee’s job motivation in Malaysia

Table 3: T-Test on Organizational leader’s Machiavellianism personality trait on employee’s job motivation in Malaysia.

| t-Test: Paired Two Sample for Means | | |
|-------------------------------------|-------------------|-------------------------|
| | <i>Job</i> | |
| | <i>Motivation</i> | <i>Machiavellianism</i> |
| Mean | 16.92307692 | 10.09615385 |
| Variance | 48.99888517 | 30.81196581 |
| Observations | 208 | 208 |

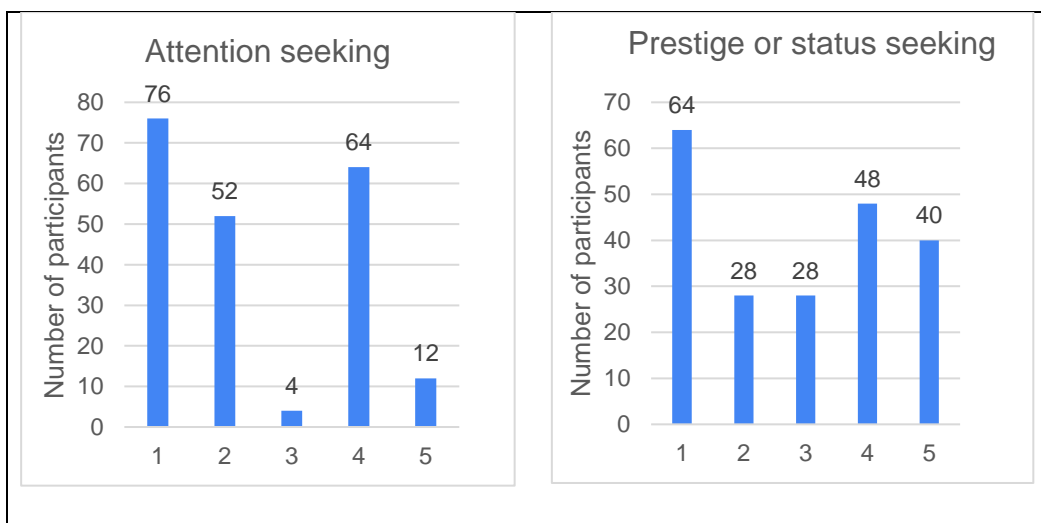
| | |
|------------------------------|-------------|
| Pearson Correlation | -0.9656062 |
| Hypothesized Mean Difference | 0 |
| df | 207 |
| t Stat | 7.912291824 |
| P(T<=t) one-tail | 7.5082E-14 |
| t Critical one-tail | 1.652248086 |
| P(T<=t) two-tail | 1.50164E-13 |
| t Critical two-tail | 1.971490392 |

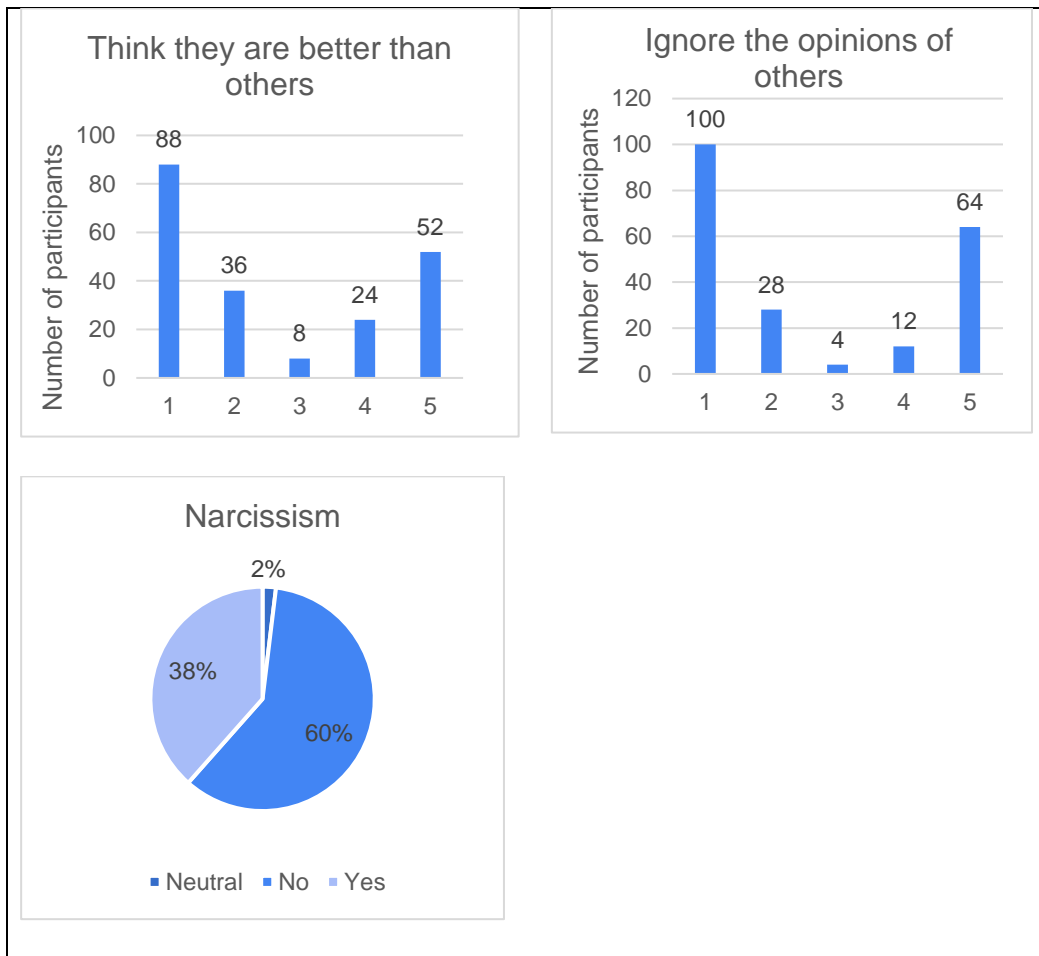
Based on Table 3, it is seen that there is a strong negative correlation between organizational leader’s Machiavellianism personality trait on employee’s job motivation in Malaysia ($r = -0.966$), where the Pearson Correlation value calculated is close to -1.0 . This can mean that the higher the organizational leader’s Machiavellianism personality trait is, the lower the employee’s job motivation. Since the two tailed P-value is less than 0.05 , the results from this test are significant.

4.2 Narcissism

4.2.1 Degree of organizational leaders possessing the narcissism personality trait

Figure 4: Results of participants agreeability on the degree of their organizational leaders possessing the narcissism personality trait





Note. Results of participants agreeability on the degree of their organizational leaders possessing the Narcissism personality trait (Attention seeking, Prestige or status seeking, Think they are better than others, Ignore the opinions of others).

Figure 4 shows the results of the questionnaire, where the participants were asked to rank the level of agreeability when it comes to whether their organizational leaders possess the traits that represent narcissism such as attention seeking, prestige or status seeking, think they are better than others and ignore the opinions of others. In terms of whether their organizational leader possess the attention seeking traits, most of the participants, which is a total of 128 participants out of the 208 participants strongly disagree or disagree with this statement, whereas only 76 of the participants strongly agree or agree that their organizational leader possesses the attention seeking trait. In terms of whether their organizational leader possesses prestige or status seeking behaviour, 64 participants strongly disagree with this statement and 28 participants disagree with this statement, whereas 48 participants agree and 40 participants strongly agree that their organizational leader possesses this trait of being prestige or status seeking behaviour. So, around 44%

of the participants either strongly disagree or disagree that their organizational leader has prestige or status seeking behaviour. In terms of whether their organizational leader thinks they are better than others, the majority of the participants strongly disagree that their organizational leader possesses this trait, which is 88 out of the 208 participants strongly disagree with this statement. 36 participants also disagree that their organizational leader thinks they are better than others. On the other hand, 24 participants agree, and 52 participants strongly agree that their organizational leader does possess the trait of thinking they are better than others. In terms of whether their organizational leader ignores the opinions of others, most of participants strongly disagree that their organizational leader exhibits this trait, which amounts to 100 participants out of the 208 participants. 28 participants disagree that their organizational leader possesses this trait. Whereas only 64 participants strongly agree, and 12 participants agree that their organizational leader ignores the opinions of others. Based on the results of this questionnaire, 38% of the organizational leaders in Malaysia possesses this narcissism personality trait. The prevalence rate of narcissism is the same as the prevalence rate for Machiavellianism for current organizational leaders in Malaysia.

4.2.2 Organizational leader’s narcissism personality trait on employee’s job motivation in Malaysia

Table 4: T-Test on Organizational leader’s narcissism personality trait on employee’s job motivation in Malaysia

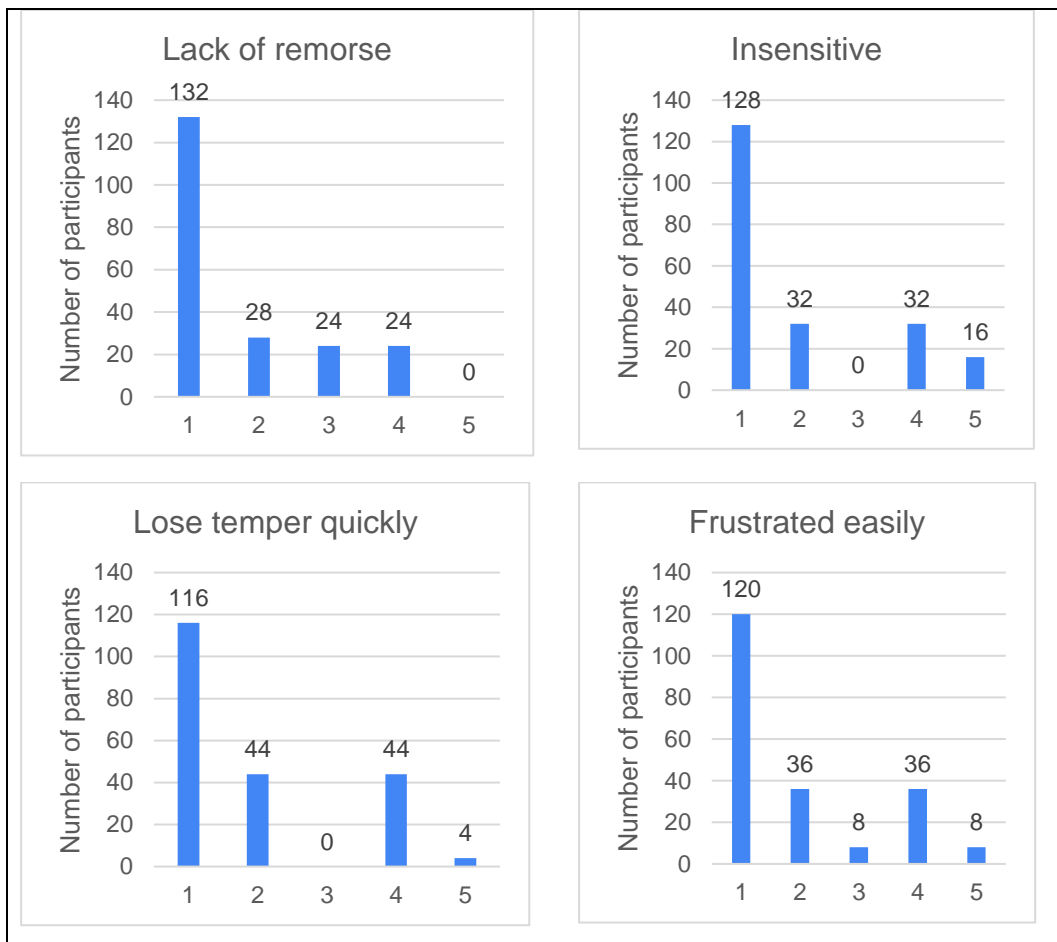
| t-Test: Paired Two Sample for Means | | |
|-------------------------------------|-------------------|-------------------|
| | <i>Job</i> | |
| | <i>Motivation</i> | <i>Narcissism</i> |
| Mean | 17.98076923 | 10.48076923 |
| Variance | 30.7049424 | 36.92716462 |
| Observations | 208 | 208 |
| Pearson Correlation | -0.30502223 | |
| Hypothesized Mean Difference | 0 | |
| df | 207 | |
| t Stat | 11.51921472 | |
| P(T<=t) one-tail | 2.39274E-24 | |
| t Critical one-tail | 1.652248086 | |
| P(T<=t) two-tail | 4.78549E-24 | |
| t Critical two-tail | 1.971490392 | |

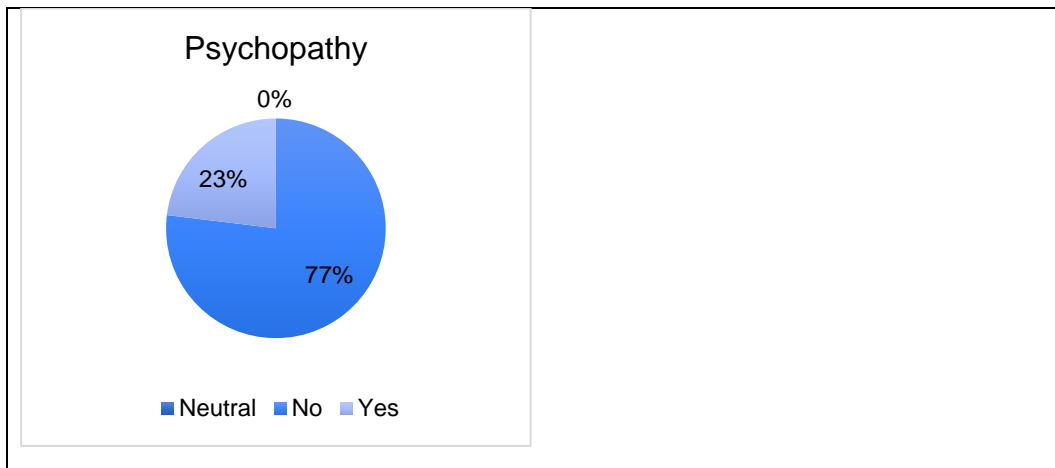
Based on Table 4, it is seen that there is a negative correlation between organizational leader's narcissism personality trait on employee's job motivation in Malaysia ($r = -0.305$). This can mean that the higher the organizational leader's narcissism personality trait is, the lower the employee's job motivation. Since the two tailed P-value is less than 0.05, the results from this test are significant.

4.3 Psychopathy

4.3.1 Degree of organizational leaders possessing the psychopathy personality trait

Figure 5: Results of participants agreeability on the degree of their organizational leaders possessing the psychopathy personality trait.





Note. Results of participants agreeability on the degree of their organizational leaders possessing the Psychopathy personality trait (Lack of remorse, Insensitive, Lose temper quickly, Frustrated easily).

Figure 5 shows the results of the questionnaire, where the participants were asked to rank the level of agreeability when it comes to whether their organizational leaders possess the traits that represent psychopathy such as lack of remorse, insensitive, lose temper quickly, and frustrated easily. In terms of whether their organizational leader has a lack of remorse, most of the participants, which is 132 participants out of the 208 strongly disagree that their organizational leaders have lack of remorse, 28 participants disagree with this statement as well. Only 24 participants agree that their organizational leader has a lack of remorse. So, around 77% of the participants disagree that their organizational leader possesses this trait. In terms of whether their organizational leader is insensitive, most of the participants which is 128 participants out of the 208 participants strongly disagree with this statement and 32 participants agree with this statement, whereas only 16 participants strongly agree and 32 participants agree that their organizational leaders are insensitive. So, around 77% of the participants disagree that their organizational leaders possess this insensitive trait. In terms of whether their organizational leader lose their temper easily, 116 participants out of the 208 participants, which amounts to 56% of the participants strongly disagree that their organizational leader possesses this trait. 44 participants both agree and disagree that their organizational leader loses their temper easily. Most surprisingly, only 2% of participants, which amounts to 4 participants strongly agree that their organizational leaders lose their temper easily. In terms of whether the participant's organizational leader possess the trait of getting frustrated easily, majority of the

participants, which is 120 participants out of the total 208 participants, which amounts to 58% of the total participants strongly disagree that their organizational leader gets frustrated easily. 36 participants both agree and disagree that their organizational leader possesses this trait. Only a total of 8 participants strongly agree that their organizational leader gets frustrated easily. Based on the results of this questionnaire, psychopathy is not a very common negative personality trait possessed by current organizational leaders in Malaysia. The prevalence rate of the psychopathy personality trait of organizational leaders in Malaysia is at 23%. Among the other negative personality traits, psychopathy has the smallest prevalence rate.

4.3.2 Organizational leader’s psychopathy personality trait on employee’s job motivation in Malaysia

Table 5: T-Test on Organizational leader’s psychopathy personality trait on employee’s job motivation in Malaysia.

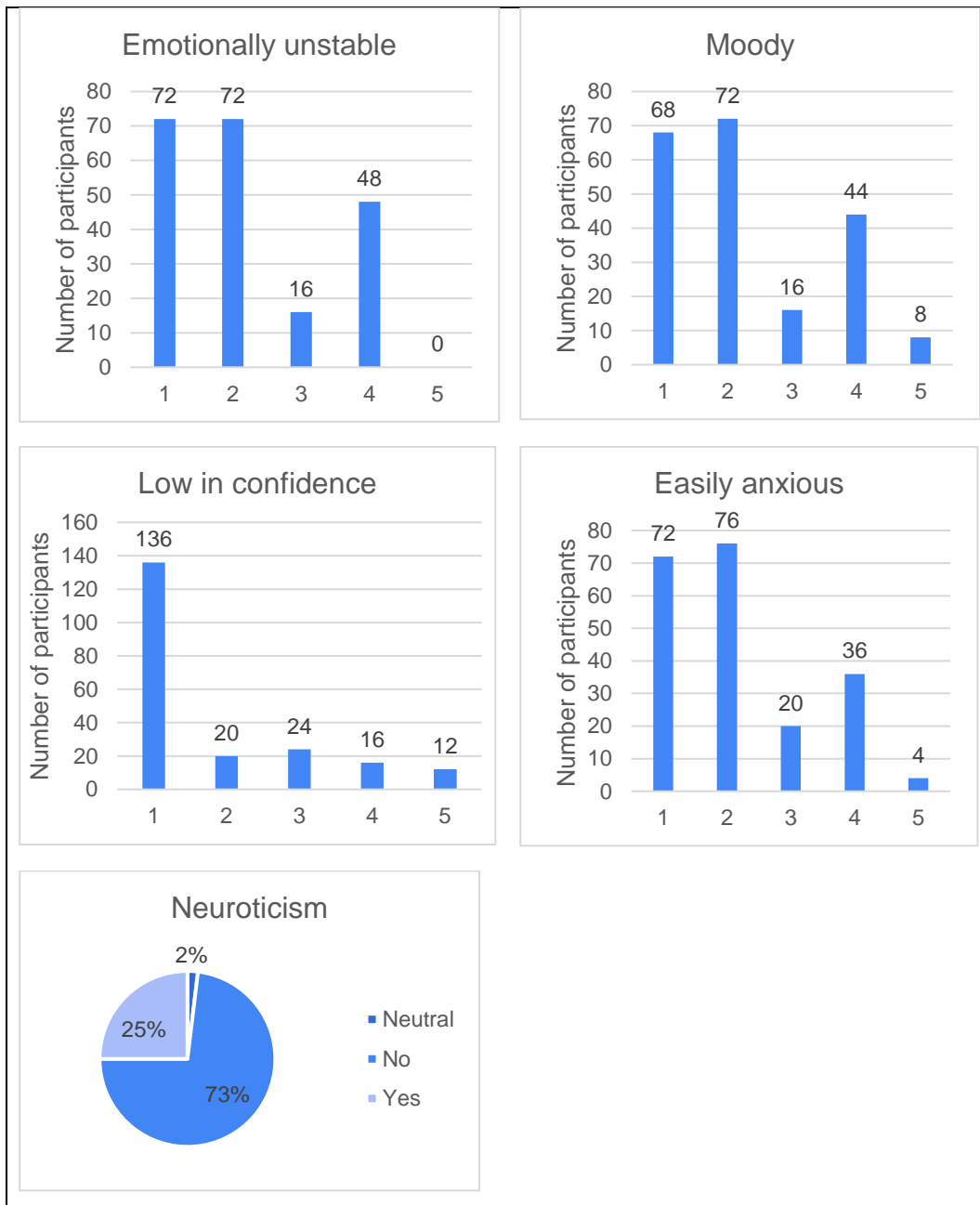
| t-Test: Paired Two Sample for Means | | |
|-------------------------------------|-----------------------|--------------------|
| | <i>Job Motivation</i> | <i>Psychopathy</i> |
| Mean | 19.80769231 | 7.480769231 |
| Variance | 58.55221107 | 23.67112598 |
| Observations | 208 | 208 |
| Pearson Correlation | -0.9800647 | |
| Hypothesized Mean Difference | 0 | |
| df | 207 | |
| t Stat | 14.27068298 | |
| P(T<=t) one-tail | 6.32325E-33 | |
| t Critical one-tail | 1.652248086 | |
| P(T<=t) two-tail | 1.26465E-32 | |
| t Critical two-tail | 1.971490392 | |

Based on Table 5, it is seen that there is a strong negative correlation between organizational leader’s psychopathy personality trait on employee’s job motivation in Malaysia ($r = -0.980$), where the Pearson Correlation value calculated is close to -1.0. This can mean that the higher the organizational leader’s psychopathy personality trait is, the lower the employee’s job motivation. Since the two tailed P-value is less than 0.05, the results from this test are significant. The Pearson Correlation between this psychopathy personality trait on employee’s job motivation in Malaysia is the most negative among the other negative personality traits tested in this research.

4.4 Neuroticism

4.4.1 Degree of organizational leaders possessing the neuroticism personality trait

Figure 6: Results of participants agreeability on the degree of their organizational leaders possessing the neuroticism personality trait.



Note. Results of participants agreeability on the degree of their organizational leaders possessing the Neuroticism personality trait (Emotionally unstable, Moody, Low in confidence, Easily anxious).

Figure 6 shows the results of the questionnaire, where the participants were asked to rank the level of agreeability when it comes to whether their organizational

leaders possess the traits that represent neuroticism such as emotionally unstable, moody, low in confidence, and easily anxious. In terms of whether their organizational leader possesses the emotionally unstable trait, most of the participants, which is 144 participants out of the 208 participants either strongly disagree or disagree that their organizational leader possesses this trait, which amounts to around 69% of the participants. Whereas only 48 participants agree that their organizational leader is emotionally unstable, no participants strongly agree with this statement too. In terms of whether their organizational leader is moody, 68 participants strongly disagree and 72 participants disagree that their organizational leader is moody, whereas only 8 participants, which amounts to 3% of the total participants strongly agree that their organizational leader possesses this trait, and 44 participants agree that their organizational leader is moody. In terms of whether their organizational leaders are low in confidence, 136 participants strongly disagree that their organizational leaders possess this trait, which amounts to 65% of the total participants. 20 participants disagreed and 16 participants agreed that their organizational leaders are low in confidence. Only 12 participants, which amounts to around 6% of the total participants strongly agree that their leaders are low in confidence. When asked if their organizational leaders are easily anxious, 72 participants strongly disagreed and 76 participants disagreed that their organizational leaders are easily anxious. The total combined of the participants who strongly disagree and disagree with this statement amounts to 148 participants, which is 71% of the total participants. Only 4 participants strongly agree that their organizational leaders are easily anxious, and 36 participants agree with this statement. Based on the results of this questionnaire, 25% of the organizational leaders in Malaysia possesses this neuroticism personality trait.

4.4.2 Organizational leader’s neuroticism personality trait on employee’s job motivation in Malaysia

Table 6: T-Test on Organizational leader’s neuroticism personality trait on employee’s job motivation in Malaysia.

| t-Test: Paired Two Sample for Means | | |
|-------------------------------------|-----------------------|--------------------|
| | <i>Job motivation</i> | <i>Neuroticism</i> |
| Mean | 16.61538462 | 8.423076923 |

| | | |
|------------------------------|-------------|-------------|
| Variance | 71.07840951 | 18.52545522 |
| Observations | 208 | 208 |
| Pearson Correlation | -0.1733559 | |
| Hypothesized Mean Difference | 0 | |
| df | 207 | |
| t Stat | 11.68810806 | |
| P(T<=t) one-tail | 7.23557E-25 | |
| t Critical one-tail | 1.652248086 | |
| P(T<=t) two-tail | 1.44711E-24 | |
| t Critical two-tail | 1.971490392 | |

Based on Table 6, it is seen that there is a weak negative correlation between organizational leader's neuroticism personality trait on employee's job motivation in Malaysia ($r = -0.173$). This can mean that the higher the organizational leader's neuroticism personality trait is, the lower the employee's job motivation. Since the two tailed P-value is less than 0.05, the results from this test are significant. The Pearson Correlation calculated for this neuroticism personality trait is the smallest among the other negative personality traits measured.

In conclusion, based on the analysis and tests done on these personality traits on employee job motivational levels in Malaysia, and with regards to the following hypothesis:

Hypothesis 1a: Organizational leaders who possess the Machiavellianism personality trait will negatively affect an employee job motivation in Malaysia.

Hypothesis 1b: Organizational leaders who possess the narcissism personality trait will negatively affect an employee job motivation in Malaysia.

Hypothesis 1c: Organizational leaders who possess the psychopathy personality trait will negatively affect an employee job motivation in Malaysia.

Hypothesis 1d: Organizational leaders who possess the neuroticism personality trait will negatively affect an employee job motivation in Malaysia.

Based on the t-Tests done in Table 3, 4, 5, and 6, these Machiavellianism, narcissism, psychopathy, and neuroticism personality traits possessed by organizational leaders are negatively correlated to the employee job motivational

levels in Malaysia. Since the test for all the t-Tests done have a P-value of less than 0.05, the tests are significant. So, there is no reason to reject the null hypothesis that the higher an organizational leader possesses these Machiavellianism, narcissism, psychopathy, and neuroticism personality trait, the more negatively it will affect the employee's job motivation in Malaysia.

With regards to the second group of hypotheses, where:

Hypothesis 2a: The prevalence rate of Malaysian organizational leaders possessing the Machiavellianism personality trait is high (more than 50%).

Hypothesis 2b: The prevalence rate of Malaysian organizational leaders possessing the narcissism personality trait is high (more than 50%).

Hypothesis 2c: The prevalence rate of Malaysian organizational leaders possessing the psychopathy personality trait is high (more than 50%).

Hypothesis 2d: The prevalence rate of Malaysian organizational leaders possessing the neuroticism personality trait is high (more than 50%).

Based on the prevalence rate calculated in Figure 3, 4, 5, and 6, the prevalence rate of organizational leaders in Malaysia possessing these dark triad and neuroticism personality trait is less than 50%. The null hypothesis of the prevalence rate of Malaysian organizational leaders possessing the Machiavellianism narcissism, psychopathy, and neuroticism personality trait is high, which is more than 50% is rejected. So, there is no reason to support that the overall prevalence rate of these personality traits possessed by organizational leaders in Malaysia is high.

4.5 Regression Analysis

Table 7: Regression Analysis on the independent variable (organizational leader's Machiavellianism, narcissism, psychopathy, and neuroticism personality trait) on the dependent variable (employee's job motivation in Malaysia)

SUMMARY OUTPUT

| <i>Regression Statistics</i> | |
|------------------------------|-------|
| Multiple R | 0.983 |
| R Square | 0.967 |

| | |
|-------------------|-------|
| Adjusted R Square | 0.966 |
| Standard Error | 1.069 |
| Observations | 208 |

ANOVA

| | <i>df</i> | <i>SS</i> | <i>MS</i> | <i>F</i> | <i>Significance F</i> |
|------------|-----------|-----------|-----------|----------|-----------------------|
| Regression | 4 | 6820.413 | 1705.103 | 1492.300 | 0.0000 |
| Residual | 203 | 231.948 | 1.143 | | |
| Total | 207 | 7052.361 | | | |

| | <i>Coefficients</i> | <i>Standard Error</i> | <i>t Stat</i> | <i>P-value</i> | <i>Lower 95%</i> | <i>Upper 95%</i> |
|------------------|---------------------|-----------------------|---------------|----------------|------------------|------------------|
| Intercept | 30.1139 | 0.1958 | 153.8369 | 0.0000 | 29.7279 | 30.4998 |
| Machiavellianism | -0.2855 | 0.0324 | -8.8115 | 0.0000 | -0.3493 | -0.2216 |
| Narcissism | -0.3760 | 0.0280 | -13.4218 | 0.0000 | -0.4313 | -0.3208 |
| Psychopathy | -0.5036 | 0.0229 | -21.9702 | 0.0000 | -0.5488 | -0.4584 |
| Neuroticism | -0.2008 | 0.0247 | -8.1202 | 0.0000 | -0.2496 | -0.1521 |

A Regression Analysis is done using the independent variables of Organizational leader’s Machiavellianism, narcissism, psychopathy, and neuroticism personality trait on the dependent variable, which is the employee’s job motivation in Malaysia. To obtain one of the independent variables, the four questionnaire sample items from each personality trait are pooled together to represent each personality. For example, to get the psychopathy personality trait as an independent variable, the sample items of lack of remorse, insensitive, lose temper quickly and frustrated easily are pooled together. This process is repeated until four independent variables derived from the four negative personality traits are obtained. To get the dependent variable for this regression analysis, the 5 sample items that measure employee’s job motivation in Malaysia according to each negative personality trait are pooled together.

Based on Table 7, which is a regression analysis of the independent variable on the dependent variable for this research, all the independent variables have negative coefficients. Machiavellianism has a coefficient of -0.286, narcissism has a coefficient of -0.376, psychopathy has a coefficient of -0.504 and neuroticism has a coefficient of -0.201. This can mean that all the independent variables, which is the negative personality traits of Machiavellianism, narcissism, psychopathy, and neuroticism negatively affects the dependent variable of employee job motivation

in Malaysia because all the independent variables possess negative coefficients. Out of these four negative personality traits measured, the psychopathy personality trait of an organizational leader has the most impact on the employee's job motivation in Malaysia due to it having the highest negative coefficient value calculated. Followed by narcissism, which has the second most negative coefficient among these four personality traits. Machiavellianism has the third most negative coefficient when regressed against the dependent variable of employee job motivation in Malaysia. Whereas the neuroticism personality trait of an organizational leader has the least impact on the employee's job motivation in Malaysia due to it having the lowest negative coefficient value calculated. This means that the sequence in terms of the dark triad and negative personality traits affecting the employee job motivational levels in Malaysia is first psychopathy, narcissism, Machiavellianism, then lastly neuroticism.

The P-value calculated for all the four negative personality traits of Machiavellianism, narcissism, psychopathy, and neuroticism on employee job motivation in Malaysia is less than 0.005. Since $P < 0.005$, this regression analysis done is significant. A Significant P-value measured can mean that the four negative personality traits of Machiavellianism, narcissism, psychopathy, and neuroticism does significantly affect the employee's job motivation in Malaysia. The Adjusted R Square measure for this regression analysis is 0.966, which indicates that the model is a good fit, where the associations between the independent variables on the dependent variables are very strong and significant.

Chapter 5:

Discussion and Conclusion

5.1 Discussion

5.1.1 Machiavellianism

Based on the results from the analysis done, the four negative personality traits of Machiavellianism, narcissism, psychopathy, and neuroticism, if possessed by organizational leaders, it does significantly affect the employee's job motivation in Malaysia. Where the higher an organizational leader possesses these personality traits, the more negatively the employee's job motivation in Malaysia is affected. The results of these findings are aligned with the theories and findings of past literature.

In terms of Machiavellianism, the results from the t-Test shows that Pearson Correlation between the organizational leader Machiavellianism personality trait on employee job motivation in Malaysia is high, where it is valued at -0.966. Since the Pearson Correlation is close to -1.0, it means that there is a strong negative relationship between the independent variable of organizational leader possessing the Machiavellianism personality trait on the dependent variable of employee job motivation in Malaysia. By referring to the following hypothesis:

Hypothesis 1a: Organizational leaders who possess the Machiavellianism personality trait will negatively affect an employee job motivation in Malaysia.

Based on the results of the t-Test done, the P-value calculated is less than 0.05, which proves that this test is significant. So, there is no reason to reject the null hypothesis that the higher an organizational leader possesses this Machiavellianism personality trait, the more negatively it will affect the employee's job motivation in Malaysia.

The reason for this could be due to the actions, behaviour and traits exhibited by organizational leaders possessing this personality trait. These organizational leaders tend to be manipulative, opportunistic, and deceitful in nature, where they only care about achieving their own goals. This selfishness causes them to have disregard for other's feelings and emotions. Since they are not impacted by how others perceive them, they do not feel guilty or remorse when using deceitful and manipulative tactics such as lying, gaslighting and exploiting others to get what they want (O'Boyle et al., 2012; Bouncken et al., 2020; Mathieu, 2021).

Due to such behaviours of organizational leaders who possesses this Machiavellianism personality traits, it can negatively affect an employee's job motivation because the employees may feel as though they have been put down or taken advantage of by their organizational leaders. For example, these organizational leaders may use deceit and manipulation to make their employees feel like they are not good enough and manipulate these employees to do their bidding where the job was supposed to be done by the organizational leader. Being manipulated into thinking that the employees themselves are not good enough may cause the employees to be demoralized and feel inferior to others, which can cause them to be less productive and motivated to work as they are insecure about their own capabilities. By causing these employees to feel inferior to their colleagues, these employees may also try to compensate their inferiority by overexerting themselves by taking on more work or forcing themselves to learn something new

that they hate or have no appreciation of. If their organizational leader still does not recognize their effort, these employees may get more demotivated as they feel unappreciated. There is a possibility that due to taking on more work, these employees may have overworked themselves and they experience burnout which results in them getting demotivated even if it is something that they are passionate about. Also, forcing unwanted work through deceit and manipulation to employees will make the employees feel as if they have been taken advantage of. This makes it hard for these employees to trust their organizational leader as they feel like their organizational leader does not have their best interest at heart, which demotivates these employees to give it their all during work. These employees may also slow down their work efficiency and productivity in fear of their organizational leader adding on more work for them when these organizational leaders realized that their employee has already finished their current task early. The employees also feel more stressed as they are now forced to complete a new task under time constraints. These factors cause emotional exhaustion on the employees, and this could be the potential reasons why the employees in Malaysia's may experience a drop in job motivation when their organizational leader possesses this Machiavellianism personality trait. This reasoning is aligned with a study done by Gkorezis et al. (2015), where out of the 122 participants that took part in this study and based on the factor analysis study that is tested significant, it is believed that Machiavellianism does strongly influence emotional exhaustion which can decrease an employee's job motivation (Gkorezis et al, 2015; Zhao et al., 2018).

Furthermore, due to these organizational leaders' manipulative and deceitful nature, where they tend to lie often to get what they desire, it makes it hard to form trust between them and their employees. Employees may find these organizational leaders untrustworthy and may question if their organizational leader will have their best interest at heart. Without such trust, it makes it difficult for these organizational leaders to motivate their employees because whatever statement or promises they made will be deemed untrustworthy in the eyes of their employees. There is constant fear from the employees thinking that they will fall victim to manipulation and deceit when working such individuals who possess Machiavellianism, causing these employees to be overly cautious of what their organizational leaders say or

do. Thus, resulting in their job motivation to drop when working under such organizational leaders (Richardson & Boag, 2016; Brewer & Abell, 2017).

Using the 208 data collected from the questionnaire, the prevalence rate of Malaysian organizational leader possessing this Machiavellianism personality trait is tested. With regards to the following hypothesis:

Hypothesis 2a: The prevalence rate of Malaysian organizational leaders possessing the Machiavellianism personality trait is high (more than 50%).

Based on the results from the questionnaire, the measured prevalence rate of Malaysian organizational leaders possessing this Machiavellianism personality trait is at 38%. Since 38% is less than 50%, the null hypothesis of the prevalence rate of Malaysian organizational leaders possessing the Machiavellianism personality trait is above 50% is rejected. 38% is still a very high percentage, the organizational leaders in Malaysia should take this into consideration and reflect on themselves to prevent possessing this negative personality trait as it can negatively influence the job motivation levels of their employees in Malaysia.

5.1.2 Narcissism

In terms of how organizational leaders possessing this narcissism personality trait affects employees job motivation in Malaysia, based on the t-Test done in table 4, it shows that there is a negative relationship between these two variables as the Pearson Coefficient calculated is valued at -0.305. This can mean that the higher an organizational leader possesses this personality trait, the lower the employee's job motivation is in Malaysia. With regards to the hypothesis:

Hypothesis 1b: Organizational leaders who possess the narcissism personality trait will negatively affect an employee job motivation in Malaysia.

Based on the results of the t-Test done, the P-value calculated is less than 0.05. This proves that the test done is significant. So, there is no reason to reject the null hypothesis where the higher an organizational leader possesses this narcissism personality trait, the more negatively it will affect the employee's job motivation in Malaysia.

The reason for this negative relationship between these two variables could be because organizational leaders possessing this narcissism personality trait tend to be self-centred and arrogant, where they exhibit behaviours, such as believing that they are more superior than others and they put their needs above everyone else. This self-centred, arrogant, and feeling of superiority over their employees causes these narcissistic organizational leaders to believe that whatever decision they make is the best for them and their team. The inflated ego of these narcissistic organizational leaders causes them to ignore or turn down the opinion of others even though the opinion given is for the best for the team. Getting one's opinions heard is very important for any team dynamic as it means that the organizational leader acknowledges the opinions of their employees and that the employees feel appreciated as their organizational leaders consider their opinions when making decisions. However, narcissistic leaders tend to do the opposite of this. So, the employees may feel discouraged and unappreciated because all their opinions are turned down by their organizational leader or that their organizational leader listens to their opinions but never incorporates it into their action plan. Due to this reason, the employee may feel a drop in motivation when working under organizational leaders who possess this Narcissistic personality trait (Yakeley, 2018; Urbonaviciute & Hepper, 2020; Edershile & Wright, 2022).

Furthermore, organizational leaders who possess this narcissism personality trait have tendencies to take personal credit for the work done by others, while they themselves have little to no participation in the work done. This action of theirs can also be the reason why the employee's job motivation in Malaysia drops when

working under organizational leader who possesses this personality trait. The reason being that the employees feel like the work done by them is unappreciated. If only the organizational leader gets all the credit for the work done by them, they may feel as though their chances of getting recognized by the higher-ups in the company become slimmer and that they get no additional benefits putting more effort into their quality of work. This may cause these employees to put in less effort in their work in the future as they start to get demotivated by their organizational leader's narcissism, thus potentially reducing the quality of work done (O'Connell, 2021). However, when the work done is of low quality, these organizational leaders will shift the blame to others to prevent themselves from facing trouble. This further decreases the job motivation because now the employee is facing a conundrum where if they were to put in effort and do a great job in their task, their organizational leaders take all the credit. If the employee chooses to put in less effort and the work done is not of quality, their organizational leaders will shift all the blame to the employee to save themselves from getting punished. The employee then must be prepared to face the consequences of their sub-par work. When put under this scenario, it further demotivates the employee's job motivational levels because they feel as their organizational leader only cares about themselves and have no care for their employees' efforts and well-being (Li et al., 2018; Asrar-ul-Haq & Anjum, 2020; Miller et al., 2021).

Also, narcissistic organizational leaders due to their superiority complex and their tendencies to be materialistic where they seek for status or prestige, they very often look down on others and dislike working with people they believe to be not on par with their level. For example, these organizational leaders would prefer to get closer to employees who are likely rich and wear designer or expensive brands, whereas they scorn or hate interacting with employees they deemed as poor just by looking at their looks. This can demotivate employees because the behaviour of such narcissistic organizational leaders may cause them to be biased and have preferential treatment for those who they have a bias on. Where they believe every word and action of the people they deemed as on par with their level, and do not believe those who they feel are inferior to them. This also demotivates the employees because these types of narcissistic leaders only judge employees by their

looks, status, and wealth. They tend to overlook things such as skillset and hard work. The employees may feel unappreciated because no matter how much effort they put in; they are unlikely to be recognized by these narcissistic organizational leaders. They may also feel like they will not go far in terms of promotions or job opportunities when working under such organizational leaders. These narcissistic organizational leaders may also give unfavourable treatment and exhibit toxic behaviour to these employees which further demotivates these employees to put in effort into their work (Li et al., 2018; Asrar-ul-Haq & Anjum, 2020; Miller et al., 2021). With all these factors into consideration, it supports the idea that organizational leaders who possess higher narcissism personality traits tend to decrease employee's job motivation in Malaysia.

Using the 208 data collected from the questionnaire, the prevalence rate of Malaysian organizational leader possessing this narcissism personality trait is tested. With regards to the following hypothesis:

Hypothesis 2b: The prevalence rate of Malaysian organizational leaders possessing the narcissism personality trait is high (more than 50%).

Based on the results from the questionnaire, the measured prevalence rate of Malaysian organizational leaders possessing this narcissism personality trait is at 38%. Since 38% is less than 50%, the null hypothesis of the prevalence rate of Malaysian organizational leaders possessing the narcissism personality trait is above 50% is rejected. 38% is still a very high percentage, the organizational leaders in Malaysia should take this into consideration and reflect on themselves to prevent possessing this negative personality trait as it can negatively influence the job motivation levels of their employees in Malaysia.

5.1.3 Psychopathy

In terms of how organizational leaders possessing this psychopathy personality trait affects employees job motivation in Malaysia, based on the t-Test done in table 5,

it shows that there is a negative relationship between these two variables as the Pearson Coefficient calculated is valued at -0.908. Since the Pearson Coefficient is close to -1.0, this means that there is a strong negative relationship between the independent variable and the dependent variable. So based on the results of this t-Test, the more an organizational leader possesses this psychopathy personality trait, the lower the employee's job motivation is in Malaysia. With regards to the hypothesis:

Hypothesis 1c: Organizational leaders who possess the psychopathy personality trait will negatively affect an employee job motivation in Malaysia.

Based on the results of the t-Test done, the P-value calculated is less than 0.05. This proves that the test done is significant. So, there is no reason to reject the null hypothesis where the higher an organizational leader possesses this psychopathy personality trait, the more negatively it will affect the employee's job motivation in Malaysia.

The reason for this negative relationship between this psychopathy personality trait on employee job motivation in Malaysia is because organizational leaders who possess this personality trait have a lack of empathy towards their employees and are not in tune with their emotions. With this lack of empathy, psychopathic organizational leaders find it difficult to understand and resonate with others. That is why in most cases, psychopathic organizational leaders are incapable of feeling guilt or remorse when they perform actions that are out of the norm or when they do harm to others. This can be detrimental to the job motivation of employees working under them because these psychopathic leaders can be inconsiderate of others, insensitive and they might perform actions that are not in the best interest of heart for the employees. Such actions performed by these psychopathic organizational leaders may hurt the feelings of the employees although these organizational leaders do not harbour any ill will towards their employees (Anderson & Kiehl, 2014; Neumann et al., 2016; Gerace, 2020). Thus, resulting in these employees feeling unappreciated by their organizational leader, or they

assume their psychopathic organizational leader harbour feelings of hatred towards them, causing them to be less motivated to put in effort into their work.

Due to their lack of empathy and insensitivity, psychopathic organizational leaders find it very challenging to maintain good social connections with others. Where in this case, would be to maintain a good connection or relationship with their employees who are working under them. These organizational leaders find it difficult to grasp emotions or they have low emotional sensitivity. For example, if something sad or tragic were to happen to their employees, they find it hard to connect to these employees because they are unaffected, feel nothing from the tragic event and they are incapable of understanding what the employee is going through. Their insensitivity may cause them to seem judgmental or critical where they brush off the tragic event as nothing serious. They may also be insensitive and ignore the feelings of their employees who are going through a tough time, ask them to work harder or sacrifice more time in their work or make light of or give insensitive remarks about the tragic event that has happened to the employee. This incapability to understand others due to these organizational leaders' low empathy makes it hard for the employees to connect and understand others. The employees may think that these psychopathic organizational leaders do not care for them, and these organizational leaders make light of what the employee is going through during these tough times. These employees will feel demotivated due to this reason, resulting them to be less motivated to put in effort in their work (Anderson & Kiehl, 2014; Neumann et al., 2016; Gerace, 2020).

Also, organizational leaders who possess this psychopathy personality trait also tend to possess poor behavioural controls where they commonly exhibit aggressive behaviours, get frustrated easily and are prone to using violence. These factors can also be the reason why the employees' job motivation will drop if the organizational leader possesses high psychopathic traits. This is because if the organizational leader is easily frustrated and uses anger or violence to get what they want, it instils fear into the employees thinking that if something bad happens, even if it is something minor, they will be the targeted victim to face the repercussions of their psychopathic organizational leader's violent tendencies. There is fear that these

psychopathic organizational leaders will use physical violence to do physical harm to the employees. The level of fear caused by physical violence is very dangerous because if the violent tendencies are not controlled, there is a risk that the employee will get injuries such as bruises and fractures which they may need to be hospitalized to treat such injuries. Worst case scenario is fatal injuries happen in the workplace if the violent tendencies of such organizational leaders go out of hand. Although workplace violence causing fatal injuries may sound like an over exaggeration, however, it is true as reported in the Census of fatal occupational injuries summary in 2021, where a total of 5,333 fatal workplace injuries recorded that happened in the United States in 2019 due to workplace violence. Due to this, the employees may try to find excuses to take leave or find ways to prevent encountering their psychopathic organizational leaders in fear of getting harmed. The employees may also feel stressed and unappreciated because there is fear that even if the work they do is of great quality, however because of a small mishap or error may, it may cause these psychopathic organizational leaders to erupt and lash out on the employee. These could also be the reason why employee's job motivation in Malaysia decreases if their organizational leader's degree of psychopathy personality trait increases (Anderson & Kiehl, 2013; Neumann et al., 2016).

In terms of being in the workplace, even though organizational leaders do possess psychopathic personality traits, they may not always exhibit physical violent behaviours. However, they do project different types of violence such as verbal, racial, or sexual violence or instances of bullying. These other forms of violence can cause the employees to feel victimized, unappreciated, unwelcomed, and taken advantage of. Also, it is important to note that bullying usually is not a onetime thing. If it happens once and it is not resolved, oftentimes the bullying will reoccur and persists until the psychopathic organizational leader gets what they want or that the employees resign and leaves the company or move to a different department in hopes to never meet with these organizational leaders ever again. If these psychopathic behaviours or actions of violence are not taken care of, the employees may start to get demotivated to work due to fear of experiencing such violence on a frequent basis since their safety is negatively affected. The consequences of this is that the employee will start to find excuses to avoid meeting with these

organizational leaders, skip work even though they have a good reason not to, or they might resign even though they are the right fit for the job and for the company (Morin, 2017; Chamorro, 2019).

Using the 208 data collected from the questionnaire, the prevalence rate of Malaysian organizational leader possessing this psychopathy personality trait is tested. With regards to the following hypothesis:

Hypothesis 2c: The prevalence rate of Malaysian organizational leaders possessing the psychopathy personality trait is high (more than 50%).

Based on the results from the questionnaire, the measured prevalence rate of Malaysian organizational leaders possessing this psychopathy personality trait is at 23%. Since 23% is less than 50%, the null hypothesis of the prevalence rate of Malaysian organizational leaders possessing the psychopathy personality trait is above 50% is rejected. Although 23% is not a very high percentage, the organizational leaders in Malaysia should still take this into consideration and reflect on themselves to prevent possessing this negative personality trait as it can negatively influence the job motivation levels of their employees in Malaysia.

5.1.4 Neuroticism

In terms of how organizational leaders possessing this neuroticism personality trait affects employees job motivation in Malaysia, based on the t-Test done in table 6, it shows that there is a negative relationship between these two variables as the Pearson Coefficient calculated is valued at -0.173. Since the Pearson Coefficient is negative, this means that there is a negative relationship between the independent variable and the dependent variable. So based on the results of this t-Test, the more an organizational leader possesses this neuroticism personality trait, the lower the employee's job motivation is in Malaysia. With regards to the hypothesis:

Hypothesis 1d: Organizational leaders who possess the neuroticism personality trait will negatively affect an employee job motivation in Malaysia.

Based on the results of the t-Test done, the P-value calculated is less than 0.05. This proves that the test done is significant. So, there is no reason to reject the null hypothesis where the higher an organizational leader possesses this neuroticism personality trait, the more negatively it will affect the employee's job motivation in Malaysia.

The reason for this negative relationship between this Neuroticism personality trait on employee job motivation in Malaysia is because organizational leaders who possess this personality trait commonly demonstrate behaviours such as being easily anxious, indecisive, and have high levels of self-doubt due to their low levels of confidence in themselves. Due to their negativity, these organizational leaders are quick to get irritated and are emotionally unstable. This could be one of the reasons why the employee's job motivation drops when working under such organizational leaders, because minor mishaps or errors can trigger these organizational leaders. They might get emotionally unstable and moody, resulting in them lashing out and blaming the employees for causing trouble to them which could decrease the job motivation of these employees (Saha & Sharma, 2019; Ishaq et al., 2021; Weed & Kwon, 2023).

Organizational leaders who possess high degrees of neuroticism are also more susceptible to environmental stress, which causes them to overinterpret things. For example, any ordinary situation for a normal person can become a life-threatening situation to these organizational leaders when minor inconveniences suddenly appear. These organizational leaders may feel overwhelmed by the unexpected change of events that they feel pressured emotionally and mentally, thinking that it is going to cost them a lot to resolve the situation. Due to this behaviour of organizational leaders who possess high degrees of neuroticism personality trait, they might often exaggerate the situation, making the scenario look more dire than it seems, when it could have been solved very easily. This can also decrease an employee's job motivation if the employee were to work under this type of organizational leader because it is hard to communicate freely since these organizational leaders are quite rigid and will argue with these employees when

minor changes occur. The ideas or solutions proposed by these employees will also be shut down due to this rigidity. This further demotivates the employee as they feel like their opinions do not matter to their organizational leaders or they fear that they will get scolded by these organizational leaders (Saha & Sharma, 2019; Ishaq et al., 2021; Weed & Kwon, 2023).

Furthermore, due to these organizational leaders being emotionally unstable, excessively worrying, and lack of confidence, they constantly project these traits to the people around them. This can also negatively affect the motivation levels of the employees because when working under these organizational leaders who are constantly exerting negativity, there is a possibility that the mental state of the employee will also be hijacked by such negativity. This may cause the employee to think that they are not good enough. This deteriorates the motivational levels of the employee due to a decreasing level of self-confidence and increasing levels of self-doubt after constant exposure with organizational leaders with this neurotic behaviour (Widiger & Oltmanns, 2017).

Another reason why when an organizational leader possessing this neuroticism personality trait can negatively influence the motivational levels of the employees is because these organizational leaders are emotionally unstable and are prone to mood swings. This causes them to get angry and frustrated easily towards their employees. Where in the worst-case scenario, these organizational leaders will publicly humiliate their employees in front of other employees or lose their temper and physically punish their employees using violence to force their employees to perform better. These organizational leaders will also try to micromanage and control everything that their employees do in the workplace for them to achieve a better work outcome. Although such behaviour may be justified in increasing the work performance of low performing employees, it will turn the workplace into a stressful and cold environment. This type of work environment is not conducive for growth, it makes the environment more stressful, and it may start to demotivate the employees as the employees feel like they do not belong or that they feel they are untrusted by their organizational leader. These factors can have negative consequences on the employees as they may feel unappreciated, frustrated,

disrespected, feel inferior towards the organizational leader, and may experience a decline in self-esteem. All of these can negatively impact an employee's job motivation if their organizational leader possesses this neuroticism personality trait (Johar, 2013; Saha & Sharma, 2019; Ishaq et al., 2021). This reasoning is supported aligned with a study done by Mostafa et al. (2020), where out of the 511 participants that participated in this study, the study proved significantly that if their leaders possess higher levels of Neuroticism, the lower the employee greater job satisfaction and commitment will be.

Using the 208 data collected from the questionnaire, the prevalence rate of Malaysian organizational leader possessing this neuroticism personality trait is tested. With regards to the following hypothesis:

Hypothesis 2d: The prevalence rate of Malaysian organizational leaders possessing the neuroticism personality trait is high (more than 50%).

Based on the results from the questionnaire, the measured prevalence rate of Malaysian organizational leaders possessing this neuroticism personality trait is at 25%. Since 25% is less than 50%, the null hypothesis of the prevalence rate of Malaysian organizational leaders possessing the neuroticism personality trait is above 50% is rejected. Although 25% is not a very high percentage, the organizational leaders in Malaysia should take this into consideration and reflect on themselves to prevent possessing this negative personality trait as it can negatively influence the job motivation levels of their employees in Malaysia.

5.1.5 Discussion on Regression Analysis Results

Based on Table 7, which is a regression analysis of the independent variable on the dependent variable for this research, all the independent variables, which is the negative personality traits of Machiavellianism, narcissism, psychopathy, and neuroticism have negative coefficients on the dependent variable of job motivation levels of employees in Malaysia. Where according to the results of the regression analysis, Machiavellianism has a coefficient of -0.286, narcissism has a coefficient

of -0.376, psychopathy has a coefficient of -0.504 and neuroticism has a coefficient of -0.201. So, although all the independent variables are negatively correlated to the dependent variable, the degree of how each negative personality trait affects the dependent variable varies. Where for this case, the psychopathy personality trait seems to negatively influence the job motivation levels of employees working in Malaysia the most. Followed by narcissism being the personality trait being the second most negative when it comes to influencing the job motivational level of employees in Malaysia. Machiavellianism ranks third among the four personality traits, whereas the neuroticism personality trait seems to negatively influence the job motivation levels of employees working in Malaysia the least.

The potential reason of why the results of the regression analysis is as such could be because the employees in Malaysia are more afraid of psychopathic organizational leader's low empathy and violent tendencies. Where such organizational leaders may bully or use anger to get what they want. This personality trait when possessed by an organizational leader may put more emotional trauma and induce more stress on the employee that they get more demotivated easily when compared to if their organizational leader possesses any other negative personality trait. The Malaysian employees may also prioritize their safety and physical wellbeing more than their mental wellbeing. They fear that these organizational leaders who possess this psychopathy personality trait may do physical harm such as injuries and bruises to them. The employees will also fear fatal injuries happening in the workplace due to the physical harm constantly done by these types of organizational leaders. This fear of psychopathic organizational leaders prevents the employees from giving it their all in their work, demotivates them to work and causes them to skip work often if given the opportunity to. These could be the potential reasons why this psychopathy personality trait influences employee job motivational levels in Malaysia the most.

Narcissism ranks second in terms of which personality trait negatively influences the employee's job motivational levels the most in Malaysia. The reason being that it is very difficult to work with such organizational leaders. These organizational

leaders want frequent doses of attention and praise, the employee must put in effort to give them what they want so they get a chance to get recognized. There is also a dilemma where their organizational leader will steal credit for the work done by their employees if the work done is of good quality; if the work done is of bad quality, these organizational leaders will shift the blame to the employees instead. This makes the employee unsure about what is the best course of action. Where oftentimes this heavily demotivates the employee to give in their all for their assigned work. Narcissistic organizational leaders also often look down on others and ignore the opinions of their employees who they deemed as inferior to them. This demotivates the employees as they are unable to communicate with their organizational leader and they feel disrespected as the organizational leader does not see eye to eye with the employee. Due to the reason of being hard to create a meaningful relationship and cooperate with organizational leaders who possess this narcissism personality trait, it ranks second among the other dark triad and negative personality traits.

Machiavellianism ranks third in terms of which dark triad and negative personality trait negatively influences the employee's job motivational levels in Malaysia the most. The reason could be that although organizational leaders who possess this personality trait tend to use deceit and manipulative tactics for their own benefit, most cases if the employee is vigilant on the lies and deceitful tactics used by these organizational leaders and that the employees are less gullible in easily believing these types of organizational leaders, the employees will less likely fall victim to these organizational leaders and they are less likely to feel taken advantage of. Although this type of relationship means that there is no mutual trust being formed and it is difficult to form meaningful bonds between both parties which could be a factor of motivation, what is important and have higher priority to the employee could be that they are not taken advantage of, the employee's workload does not increase rapidly if the employee is able to manage their organizational leader who has this personality trait well, and that they get to put effort into their work so that their work is able to finish on time. So, their job motivational levels when working under these organizational leaders who possess this Machiavellianism personality

trait may not be negatively influenced as much as shown by the regression analysis done above.

In terms of why the neuroticism personality trait has the least negative coefficient could be because the employees in Malaysia are less impacted or less afraid of the emotional instability, low in self-confidence and negativity of such organizational leaders. There is no fear of getting bullied physically or mentally, no worries on whether the credit given for the work done by employees will get stolen by the organizational leader, and no worries on whether there is risk of getting manipulated and lied to by their organizational leader if their organizational leader only possess Neuroticism as its negative personality trait. A neurotic organizational leader's negativity can be ignored, the employee just needs to focus on doing their job and stay positive independently so they can remain motivated throughout their job.

Since these independent variables of dark triad and negative personality traits possessed by organizational leaders are negatively correlated to the dependent variable of employee job motivation in Malaysia. With regards to the following hypothesis:

Hypothesis 1a: Organizational leaders who possess the Machiavellianism personality trait will negatively affect an employee job motivation in Malaysia.

Hypothesis 1b: Organizational leaders who possess the narcissism personality trait will negatively affect an employee job motivation in Malaysia.

Hypothesis 1c: Organizational leaders who possess the psychopathy personality trait will negatively affect an employee job motivation in Malaysia.

Hypothesis 1d: Organizational leaders who possess the neuroticism personality trait will negatively affect an employee job motivation in Malaysia.

Since the P-value calculated for all the four negative personality traits of Machiavellianism, narcissism, psychopathy, and neuroticism on employee job motivation in Malaysia is less than 0.005. This signifies that the regression analysis

done is significant. So, there is no reason to reject the null hypothesis where the higher an organizational leader possesses Machiavellianism, narcissism, psychopathy, and neuroticism personality trait, the more negatively it will affect the employee's job motivation in Malaysia. This regression analysis further strengthens and supports the results from the t-Tests done above that the higher an organizational leader possesses these dark triad and negative personality trait, the more negatively it will affect the employee's job motivation in Malaysia.

5.2 Limitation

One of the limitations present from this research study is that the current sample size is for 208 participants. Although generally a sample size of more than 200 participants is considered a good sample size and the tests done using the data collected are significant, however, a bigger sample size is more desirable because the larger the sample size, the more accurate the results could be. These test results from the 208 participants may not truly reflect the true current prevalence rate of whether these organizational leaders possess any of the four negative personality traits mentioned in this research. So, although the prevalence rate of calculated from this research is less than 50%, there is a possibility of the true prevalence rate being more than 50%, which is aligned with a survey by JobStreet Malaysia in 2016 where it is reported that more than 50% of respondents feel unsatisfied and demotivated in their work due to bad management and leaders exhibiting negative traits.

Besides that, time constraint is also another limitation that was faced when conducting this research. This is because during the data collection period, only 30 days were given to collect the total number of data required to be analysed. Although the 208 data that was collected during these 30 days were considered good enough to be used for analysis and evaluation, it would have been better if the data collecting period was longer so that a greater number of participants can take part in this study and make the results of this study to be more significant.

Another limitation for this study is that this research only looks at how the four negative personality traits of Machiavellianism, narcissism, psychopathy, and Neuroticism influences the job motivation levels of employees in Malaysia. This research does not take into consideration other factors that can influence motivation. As stated in the literature review part of this research, there are two main factors that influence a person's job motivation, which are motivators and hygiene factors. These two factors were derived from a renowned psychologist named Frederick Herzberg who developed and coined these two factors into a model called the Herzberg's two-factor theory model in 1959. This model has been useful in finding ways of motivating others, especially in the workplace, and this model is still being used up to this date. Motivators are factors that are intrinsic to doing the job itself, it provides satisfaction and motivation to the employee when they perform the work assigned. Common examples of motivators are personal growth, skill development, promotional opportunities, job responsibility and redundancy, and acknowledgement of work done by others and company higher-ups. Hygiene factors on the other hand are factors that are extrinsic of the work itself, it does not directly affect the motivation of others, however, the absence of these hygiene factors will likely result in job dissatisfaction. Examples of hygiene factors are job certainty and safety, working environment, money or salary given, fairness and reasonability of organizational rules and policies, and assistance from management to resolve problems. So, with so many factors of motivation deriving from these motivators and hygiene factors, it is difficult to pin-point if organizational leader personality trait is the most important factor that influences an employee's job motivation. There is a possibility that the employee may work under an organizational leader who possesses high degrees of these negative personality traits. However, the employee may look at factors such as higher salary and job opportunity being more important aspects to keep themselves motivated. So, only looking at how these dark triad and negative personality traits is not enough to determine employee job motivation levels.

Furthermore, another limitation that is present in this research is that it only looks at how the four dark triad and negative personality traits influence employee's job motivation in Malaysia. It does not take into consideration other personality traits

that can influence an employee's job motivation. There is a possibility that if other personality traits besides the one measured in this research study are brought up and analysed, it might diminish the impact of how these negative personality traits have on employee's job motivation in Malaysia.

Also, the controlled variable for this research is that the participants of this study must be currently working in Malaysia. This creates a limitation on this research because even though the test results done by this research are significant and that the results are backed, supported by, and are aligned with current literature, these test results may not be used to evaluate how an organizational leader's dark triad and negative personality trait influences employee job motivation in any other country except for Malaysia. This is because there could be cultural, lifestyle and upbringing differences between countries that differentiates Malaysians with other countries. For example, the prevalence rate of Psychopathy is the highest and neuroticism is the lowest for this research study done in Malaysia. However, it might not be the case if it was done in another country. Also, due to the cultural and lifestyle differences between each country, the degree of impact of how each negative personality trait will influence the employee job motivation may vary. It could be very different from the results obtained in this research.

One last limitation for this research study is that using only 4 sample items may not be enough to truly measure the degree of negative personality trait possessed by their organizational leader. Personality traits are very complex qualitative variables, it cannot be quantified by numbers and there are many traits that corresponds to each specific personality traits. So, although this research study uses 4 sample items to measure each negative personality trait and the results are significant and are aligned or supported by current literature, 4 sample items may not be enough and more sample items may be needed to measure the degree of a specific personality trait an organizational leader possesses.

5.3 Recommendations

One recommendation to be given for future research on this topic is to add a greater number of participants to this study. As discussed in the limitations section of this research, although 208 participants are a good sample size and the test results done using these 208 data are significant. It would be better if the sample size was bigger to increase the significance level of the tests done. It would also help to ensure that the variables measured were of true value because a smaller sample size may not truly reflect on how this negative personality trait possessed by these organizational leaders will affect the job motivation levels of the employees in Malaysia. A bigger sample size would also ensure that the prevalence rate measured would be more accurate.

Another recommendation is to increase the time taken to conduct the data collection. This is because although the 30 days that was used for this research study was good enough to collect the appropriate number of participants needed for data analysis, it would have been better to extend this data collection period so a greater number of participants can take part in this study. With more time given and more participants enrolled in this study, the more significant will the test results be.

Besides that, another recommendation to improve this research topic in the future is to add more personality traits to be measured. Currently, the only personality measured for this research only consists of the three dark triad personality traits of Machiavellianism, psychopathy and narcissism developed by Paulhus and Williams in 2002, as well as neuroticism which is one of the negative personality traits derived from the Goldberg Big-5 Personality Trait Model (1992). Future research should consider other personality traits such as agreeableness, openness to experience, extraversion, and conscientiousness, which are positive personality traits which are also derived from the Goldberg Big-5 Personality Trait Model (1992). With more personality traits coming into play and measured together, it paints a bigger picture of how each personality trait, regardless of positive or negative, will impact an employee's job motivation levels in Malaysia. Bundling together these personality traits and measuring them also allows for analysis of

which personality traits affect the employee's job motivation levels in Malaysia the most and which personality traits affect the least. This allows organizational leaders to understand which personality trait they should possess and which one to let go to be a more motivational and successful leader in the company.

Besides that, future research with regards to this topic should incorporate more sample items into the questionnaire. For this current research, each personality trait is measured using 4 sample items. Although 4 sample items are good enough to gauge the degree of how much an organizational leader possesses each type of personality trait, however, due to personality traits being complex and difficult to measure using a few traits, it is best to add more sample items into the questionnaire for the measurement of organizational leaders possessing the negative personality traits to be more accurate.

Furthermore, this research is done using the data collected throughout Malaysia. Future studies with regards to this same topic should try to measure the impact of these negative personality traits on employee job motivation in different states in Malaysia. This is because out of all the 13 states in Malaysia, all these states can be different. As discussed in the limitation part of this research, the lifestyle and culture between the states in Malaysia can be very different as this influences the upbringing, behaviour and personality of the people living in these different states of Malaysia. For example, people living in the busy cities of Kuala Lumpur can be very different in terms of personality and behaviour when compared to people living in the villages on the outskirts of Pahang. This is because people living in the cities can be more self-centred due to them commonly having a busy daily schedule and they live in an environment which is more stressful due to not much greenery present or the prevalence of busy roads and traffic that can take a toll on the mental state of an individual.

Another recommendation for future research with regards to this topic is to conduct this research for other countries as well. This is because this research only focuses

on how the job motivation of employees in Malaysia alone is affected by the negative personality traits possessed by organizational leaders. The data and results obtained through this research do not truly reflect how the organizational leader personality traits affect the employee job motivation in other countries. This could be due to other countries having different lifestyle and culture compared to Malaysia. By doing research on this topic for other countries all over the world, it also allows the measurement of the precise prevalence rate that organizational leaders possessing these negative personality traits throughout the world. With more awareness being made on this topic, it allows organizational leaders to be aware of which personality trait that they are currently possessing and to delete the negative personality traits that are negatively affecting their employee's job motivation.

One last recommendation to be given regarding future studies being done on this specific topic is that future studies should also evaluate how this implication on motivation influences other aspects such as job performance or employee turnover. This is because this current research only focuses on how the organizational leader's personality traits impact the job motivational levels of employees in Malaysia. Looking at job motivation levels of employees alone is not enough as there needs to be research on what are the consequences of this decline in job motivation among the employees. For example, is the employee more productive in work, are they more efficient in completing their task, do they experience an improvement in work performance if they have higher job motivational levels. This is very important because only when organizational leaders understand the implications and the consequences of their employee's job motivation have on their company or work performance, only then these organizational leaders would understand the importance of retaining good positive personality traits and forgoing the bad personality traits to maintain high job motivational levels in their employees.

5.4 Conclusion

The dark triad personality traits consisting of Machiavellianism, psychopathy and narcissism developed by Paulhus and Williams in 2002 and neuroticism which is one of the negative personality traits derived from the Goldberg Big-5 Personality Trait Model (1992) can have negative consequences if possessed by an organizational leader. From the results of the test done in this research, the higher the degree of these negative personality traits that an organizational leader possesses, the lower the employee job motivation level is in Malaysia. The reason for this could be the employees do not like leaders who are deceitful, cunning, and manipulative as depicted by the Machiavellianism personality trait. They do not like leaders who think they are superior to others, blame others for their own faults and ignore the opinions of others as depicted by the narcissism personality trait. They do not like leaders who get frustrated easily, have violent tendencies, and like to bully others as depicted by the psychopathy personality trait. The employees also do not like leaders who are moody, constantly negative and are low in self-confidence. These negative personality traits will not only negatively impact the employee's job motivational levels, but also negatively impact the employee's job performance and job satisfaction as well.

So, it is advisable for organizational leaders to steer clear from possessing any of these dark triad and negative personality traits to prevent their employees from experiencing a drop in motivational levels if their organizational leaders exhibit any of these traits. Although in theory these personality traits can be easily avoided, that may not be the case because the prevalence rate of organizational leaders possessing any of these personality traits measured in this research is more than 20%. Which means that 1 in 5 organizational leaders are at risk of possessing any of these negative personality traits. So, it is important for organizational leaders to understand themselves and more importantly understand what type of personality traits that they exhibit when they are interacting with their employees to prevent these employees from experiencing a decline in motivation if the negative personality traits are exhibited.

That concludes all the important points highlighted in this research. All the discussion points including the limitations and the recommendations should be considered for this research topic to be thoroughly researched in the future.

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