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Navigating Performance Dynamics: Empowering Psychopaths' Group Performance through Social and Collective Efficacy

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Abstract

Employing the principles of social cognitive theory, this study treats psychopathy as both a trait and an agentic process, rather than conceptualizing personality solely as a cluster of specific traits. This study entrenched the grand challenge and attempted to examine the efficacy and dark traits as dynamic personality concepts. Study has used social and collective efficacy as interventions of psychopathy personality traits to promote its potential positive effect at group performance. The literature lacks any favorable relationship between psychopathy and group performance. The study propose and test a model suggesting how psychopathic tendencies positively impact group performance directly and via social and collective efficacy. Study found good support for the proposed hypotheses using multi-wave and multi-sourced data collected from 506 employees comprising 81 groups of 29 service-oriented companies in Pakistan. The results aligned with the expectations, indicating a strong positive connection between psychopathy and social and collective efficacy, positively impacting group performance. As expected, a negative effect has been found between direct relationship of psychopathy and group performance such that the psychopath's group performance diminishes on the direct path. The social efficacy and collective efficacy sequentially mediate the positive effect of psychopathy on group performance.

Keywords: *Psychopathy, Social Efficacy, Collective Efficacy, Group Performance, Social Cognitive Theory.*

Introduction

Psychopaths, among the dark tetrad and dark tent traits, are characterized by a deficiency in empathy, impulsivity, and a lack of remorse when causing harm, as outlined by Hare (1985). In the landscape of workplace psychology, a notable absence prevails in the exploration of positive outcomes attributed to

psychopathic traits within professional settings (Durand & Lobbestael, 2023). Surprisingly, while extensive research has delved into various facets of workplace dynamics, scant attention has been directed toward investigating potential positive contributions from individuals exhibiting psychopathic tendencies (Durand & Lobbestael, 2023). Few recent studies emphasize the beneficial effects of psychopathy on work outcomes—ranging from happiness, well-being, adaptive traits, positive adjustment traits, and humor styles (Bronchain et al., 2021; Durand & Lobbestael, 2023). Overall, there is a dearth of inquiry into potential positive contributions and strategies to harness these energies raises pertinent questions regarding the untapped potential of psychopaths in fostering safer and more productive workplace environments. Therefore, exploring avenues to channel psychopathy traits into constructive energies within organizational contexts remains an unexplored territory necessitating focused investigation.

Research Problem and Research Question

Psychopathy, widely acknowledged as one of the darkest personality traits across its various dimensions, surpasses other negative traits in severity and adverse effects. However, despite the negative stigma associated with the term psychopathy, the application of labels such as "dark" and the preconceived notions about inherently harmful personality traits often have the unintended consequence of worsening the issue (Pfeffer, 2021). This is because stigmatizing can influence scholars to structure their studies in a manner that confirms their preexisting beliefs, rather than pursuing an empirical examination of what is factually accurate (Pfeffer, 2021). Consistent with the sentiment expressed earlier, this study centers its focus on the body of research that highlights psychopathy the worst dark trait as a positive predictor and a source of positive group performance. All told, this research provides insight into how empirically validated interventions (Hudson et al., 2019) might reduce psychopathy, which may have implications for workgroup performance. To investigate this larger question, specifically this study delves to answers the extent to which interventions of social and collective efficacy might have a positive effect on psychopaths' group performance. The specific research question of the study is

1) How Psychopathy Group performance can be improved?
2) What interventions and variables could exacerbate the negative effect of psychopaths on group performance?
3) Which theory supports to improve psychopath's performance in a group and is conducive to person-situation fit?

Research Objective

The primary objective of this research is to investigate the dynamics of psychopathy in group performance, with a specific focus on identifying strategies to improve group outcomes when psychopathic traits are present. This includes examining effective interventions and variables that can mitigate the negative impacts of psychopathy on group performance. Furthermore, the research aims to explore and validate theoretical frameworks that support enhancing the performance of individuals with psychopathic traits within a group context, ensuring a conducive person-situation fit.

Theoretical Background

To investigate the research questions of the study researchers integrate the social cognitive theory. The central propositions within Bandura's Social Cognitive Theory (2005) posit a substantial interrelation between psychopathy, social efficacy, collective efficacy, and group performance. The theory asserts that individuals engage in three modes of human agency: personal agency, proxy agency, and collective agency (Bandura, 2001; Bandura, 2005). Personal agency is heightened when individuals possess strong self-belief in their abilities (Bandura, 2001; Bandura, 2005). It is crucial to note that personal agency is neither an innate drive nor universally desired by individuals (Bandura, 2005). Optimal life functioning necessitates a balanced reliance on both personal and proxy agency, allowing individuals to allocate time and effort more

effectively across various life domains (Bandura, 2001; Bandura, 2005). By avoiding the imposition of cumbersome life responsibilities, individuals leverage social efficacy to cultivate social relationships and enlist the support of others in achieving desired outcomes (Bandura, 2001)|. It is important to recognize that not all individuals operate within the same mode of agency (Bandura, 2001). Those lacking self-efficacy in certain areas turn to social efficacy as a means to accomplish goals (Bandura, 2001).

This psychological framework aligns with the social cognitive theory assumption, as exemplified in psychopathy. Psychopathic individuals, characterized by self-engagement, a lack of concern for others, and an empathy deficit toward others Hare (1985), strategically utilize others as tools to achieve personal goals. Within this context, to en-cash others as a resource and avoid low involvement in jobs, psychopaths actively cultivate social interactions psychopaths are highly extrovert (Paulhus & Williams, 2002), which may lead to fostering collective beliefs that perceive others as competent group members. This concerted effort compels psychopaths to collaborate, assume group roles with specific core competent duties, and avoid arduous duties for the collective pursuit of group objectives. On the other hand, when individuals lack certain resources such as self-beliefs and skills, social efficacy itself becomes a resource for individuals to reduce their depression through social interactions (Bandura, 1999).In terms of that, psychopaths lack many resources and abilities such as emotional stability and conscientiousness (Paulhus & Williams, 2002) to learn new skills which force them to use social efficacy as a resource and bring a sense of satisfaction and make the challenges of chronic stress more manageable.

Contributions

Study test our study model using social efficacy and collective efficacy as an intervention and implied multisource and multi-lagged survey methods from the service sector of Pakistan. In doing so, researchers contribute and enrich the existing literature in several novel ways. Firstly, this pioneering research marks a significant milestone as the initial comprehensive exploration into uncovering positive outcomes from individuals exhibiting psychopathic traits within professional settings. By shifting the narrative focus from the negative aspects towards acknowledging and utilizing potential positive contributions, this study charts a groundbreaking path toward understanding and harnessing psychopathic traits for improved workplace dynamics and productivity. Secondly, integrating Social Cognitive Theory enriches this investigation, providing a deeper comprehension of how these traits operate within social contexts as to date no theory supports the notion that psychopaths can positively influence workgroup performance outcomes. This framework offers insights into the mechanisms underlying these behaviors in interpersonal interactions and organizational environments, shedding light on pathways to channel these traits constructively. Lastly, within the cultural context of Pakistan, this research examines the manifestation of psychopathic traits, highlighting their implications within this specific cultural framework. Understanding these dynamics becomes pivotal in developing culturally sensitive interventions and strategies aimed at positively harnessing these traits within the Pakistani workplace, contributing to a more nuanced understanding of psychopathy's interplay with cultural influences. Altogether, this research offers applied solutions to negative behaviors, violence, aggression, and conflicts caused by psychopaths in workgroups

Literature Review

Psychopathy

Psychopathy, defined by Hare (1985), encompasses traits like lack of empathy, impulsivity, and absence of remorse, including interpersonal manipulation, callous affect, erratic lifestyle, and antisocial behavior (Jones & Paulhus, 2013; LeBreton et al, 2018). Psychopathy is often characterized as a personality disorder that involves a combination of traits associated with antisocial behavior (such as impulsivity, disregard for authority, and aggression) and interpersonal-affective features (including egocentricity, lack or low levels of empathy, superficial charm, and manipulative tendencies) (Berg et al., 2013; Durand & Lobbestael, 2023). In popular culture, there is a common association between psychopathy and violent tendencies

(Durand & Lobbestael, 2023) primarily due to the observed connection between some highly psychopathic individuals and various criminal activities (such as violence, domestic assault, and substance abuse) (Camp et al, 2013). Nevertheless, recent research indicates that certain individuals with high levels of psychopathy do not necessarily engage in criminal or violent behaviors (Berg et al., 2013; Camp et al., 2013)

Group Outcomes of Psychopathy

Limited studies have specifically addressed the examination of psychopathy as a group-level phenomenon. From 1978 until the present, there is a shortage of literature exploring the impact of psychopathy on group-level outcomes. At the group level, psychopathy is linked to various responses, contingent on factors such as behavioral outcomes and social influences, as summarized in Table 1. These responses can be broadly categorized into behavioral and affective dimensions.

Behavioral outcomes include team innovation, group performance, group effectiveness, task participation, and socialization (Babiak et al., 2010; Baysinger et al., 2014; Dierdoff & Fisher, 2022; Fodor et al., 2021; Maleza, 2020; Nassif, 2019; Patrick & Icano; 1989; Raskin & Hare, 1978; Testori et al., 2019). Affective responses encompass emotional intelligence, positive fascination emotion, negative fascination emotion, and negative socio-emotional behaviors (Diller et al., 2023; Vidal et al., 2010). Remarkably, the study by Babiak et al. (2010) is the sole exploration of trait-based outcomes, such as charisma and presentation style, related to psychopathy at the group level. Surprisingly, no study has investigated the cognitive and decision-making outcomes of psychopathy in the last 40 years (Dierdoff & Fisher, 2022). Furthermore, there is an absence of research discussing the positive outcomes associated with psychopathy within groups, as tabulated in Table 1.

Table 1 provides a comprehensive overview of empirical studies on psychopathy outcomes, highlighting major theoretical contributions and limitations. It serves to illustrate the literature gap that the current investigation aims to address.

Table 1: Overview of studies on group/team outcomes of psychopathy

Studies	N	Predictor	Criterion	Mediators / moderators	Effect	Guiding theories	Theoretical contribution	Theoretical Limitations	Future calls
Raskin & Hare (1978)	48	Psychopathy	Groups Lie detection/social ization	Reward incentives	-	Control question test theory	Investigated the psychopaths in reward context for mock theft via polygraph test Psychopaths beat the lie-detector	Provided only field measures of psychopathic tendencies	CQT could be used in laboratory paradigms CQT could be designed more effectively
Patrick & Icano (1989)	48	Psychopathy	Lie detection/social ization	Group contingency threat	-	Control question test theory	Investigated the psychopath in a threatening context and group contingency threat via polygraph test In both lab and	CQT technique concern exists that it yields a high rate of incorrect decisions in real-life situations in contrast to	Be cautious about applying mock-crime polygraph results to reality

							field settings Psychopaths perform better on polygraph tests under group contingency threat	laboratory paradigms	
Vidal et al. (2010)	188	Psychopathy	Emotional Intelligence in Group	Anxiousness	-ve	-	High-anxious psychopaths were more likely than low-anxious psychopaths to manifest violence. Primary psychopaths have a larger capacity to reach success in traditional society than secondary psychopaths	Self-report psychopathy measure The study focused on men	Multiple source measures of violence Generalization of study on women
Babiak et al. (2010)	203	Psychopathy	Team player Performance Management Skills Charisma/presentation style	-	-ve	-	Psychopaths are charismatic and creative but lack responsibility and teamwork skills	Participants not representative of all executives; limited corporate willingness for external scrutiny	Extending corporate research results to other populations.
Baysinger et al. (2014)	112	Psychopathy	Group effectiveness	Task participation Negative socioemotional behavior	-ve	-	Higher psychopathy linked to decreased contributions, task suggestions, attention, and interest in group interactions	Laboratory setting Self-report data	Research required in applied setting Alternate measures use
O'Neill & Allen (2014)	344 (81 teams)	Dark triad	Team performance Team innovation	Task conflict resolution	-ve	Social interdependency theory Affective event	Secondary psychopathy predicts team task performance via conflict	Exclusive focus on secondary psychopathy may not fully capture the Dark Triad	Investigating resolution through voting, autocracy, or avoidance

						theory	resolution.	part of psychopathy Study refrains from making cause-and-effect claims	
Nassif (2019)	-	Dark triad	Team performance	Shared leadership Mean DT Trait	-	Social network theory	Connecting social network analysis, teams, leadership, and the Dark Triad	-	Examining treatment and coping of high dark personality team members
Maleza (2020)	280	Dark triad	Cooperation	-	-ve	Economic game theory	High psychopathy and impulsivity describe those repeatedly attempting to exploit defects.	self-report measure	Application of behavioral-based approaches
Fodor et al. (2021)	297 (87 teams)	Supervisor Dark triad	Team performance Team innovation Supervisor team performance Supervisor team innovation	LMX Collective narcissism	+ve	Social exchange theory Social role theory	LMX mediates SDT-team member ratings on performance/innovation; collective narcissism mediates SDT-supervisor ratings on team innovation/performance	Cross-sectional Self-report data	Objective indicators of team performance
Testori et al. (2019)	190	Psychopathy	Group cooperation	-	-ve	Game theory	High psychopathy density in group leads to significantly less cooperation	Small psychopath density impedes understanding its impact on group cooperation	Use of other mechanism and phenomenon to identify the game effect
Dierdoff & Fisher (2021)	269 (4)	Dark tetrad	Team cooperation Team performance	Shock event	-ve	Social exchange theory Trait activation theory	Team average Machiavellianism and sadism had deleterious effects on team cooperation and performance over time than psychopathy and narcissism	Self-rated data	Mechanism through negative/positive traits impact team functioning

Diller et al. (2023)	255 (43) 156 (60) 138 (60)	Dark Triad	Positive fascination emotion (interest, curiosity) and negative fascination emotion (puzzlement, bafflement) in groups	-	-ve	Reinforcement sensitivity theory	Findings show both threat and fascination impact people's social proximity tendencies	Use of scenarios as fascination is new area Use of adjectives	Real-life behavioral studies will offer valuable insights into the triggers of these states.

Research Hypothesis

The Psychopathy and Group Performance

Limited research has focused on the psychopathy relationship with group performance. however, psychopathy consistently shows a negative relationship between group cooperation and group performance across studies (Malesza, 2020; Nassif, 2020; Testori et al., 2019). Grounded in social interdependence theory and social network analysis, Nassif (2020) proposed that the higher the dark personality in teams (higher narcissism, psychopathy, and Machiavellianism) higher the negative effect and influence of such negative behaviors on group and team performance. Research has focused on corporate psychopaths and explored the negative group outcomes such as responsibility, team player, management skills, and accomplishment in teams (Babiak et al., 2010). However, neither facet of psychopathy is directly linked to performance outcomes (LeBreton et al, 2018). In the latest research psychopaths lack performance due to their cognitive control and attentional capacity (Arrulo et al., 2023). This empirical evidence consistently affirms a weak and adverse connection between psychopathy and group performance. Consequently, it is expected that

H_1: Psychopathy predicts a negative relationship with group performance

Psychopathy and Social Efficacy

Social Self-Efficacy refers to "A person's ability to successfully navigate interpersonal interactions" (Fiset & Behave, 2019; Sherer & Maddux, 1982). Bandura (1999, 2001, and 2005) defines social efficacy or social efficacy differently with the same essence of this concept. According to him, social efficacy is an individual's use of environmentally available resources by using power, social relationships, and skills to act at their behest to attain certain outcomes (Bandura, 2001; Bandura, 2005). Individuals do not have the time, energy, and resources to master every realm of life so they try to utilize the available sources (Bandura, 2001; Bandura, 2005). For this purpose, they form interpersonal interactions and social relations to get control of the situation (Bandura, 2001; Bandura, 2005).

psychopath's lack of concern for others (LeBreton et al, 2018; Jones & Paulhus, 2013) and an overestimation of their skills, knowledge, and intelligence (Paulhus & Williams, 2002) drives their high self-worth may be less influenced by others, such as through supervisor's criticism, negative evaluations, etc. Hirschfeld and Scotter (2018) suggested that psychopaths spur greater interest and perform better in career fields that are adventure-sum and require strong technical expertise with less concern for others. Psychopaths are high thrill-seekers (Paulhus & Williams; 2002). Their tendencies of high resilience and getting less influenced by others at a task may predict their high self-beliefs to achieve results and work in situations of high pressure and emergent circumstances. In this respect, Bandura (1999) described, that when people lack concern for others, such individuals are self-encouraging and able to work in extremely threatening and emergent conditions while protecting their self-worth and producing the required behaviors

and work according to the needs of the emergent environment without influencing their abilities and firm beliefs from the opinion of others, negative feedback, criticism, social pressures, and social rejection. Concerning this, individuals who are more involved in their jobs are less bothered to take on burdensome responsibilities and stick to their core skills may all be predictive of using available resources from the environment and subsequently predict social efficacy.

Psychopaths are more concerned with their ego identity goals (Jones and Paulhus, 2013), they feel threatened when they have to learn new things that may influence their ego and self-identity and they become more self-protected. Jonason and Zeigler-Hill (2018) suggested that psychopaths have high tendencies toward self-protection. Narcissist behaves in ego-satisfying ways while utilizing their available resources (Jonason et al., 2015). Relating to this, from a social cognitive approach, individuals work in self-satisfying ways while using their skills rather than learning new things and experimenting with new techniques (Bandura, 2005). They behest others and work cooperatively with others to attain those skills, resources, and techniques (Bandura, 2001). For them, their expertise and self-satisfaction are prior (Bandura, 2001). Concerning the use of past experiences and not learning something new, Anderson and Betz (2001) suggested that **past performance** is a key predictor of social efficacy as compared to enactive or guided mastery (a significant predictor of self-efficacy). Therefore, psychopaths rely more on the core expertise that they have from past experiences, selecting and forming social situations that may predict higher social efficacy.

H_2: Psychopathy predicts a positive relationship with social efficacy

Psychopathy and Collective Efficacy

Recent research has suggested that environmental factors are the key to building psychopathic traits (Kofler et al., 2022). Apart from the genetic etiology of psychopathic tendencies, social factors play a significant role in shaping psychopathic tendencies. For example, peer victimization, poor household circumstances, high levels of stress within the family, and negative parenting practices including poor supervision and monitoring, corporal punishment, and inconsistent discipline have been associated with higher levels of psychopathic traits (Kofler et al., 2022). Psychopaths feel more secure and involved in pursuing their own self-driven goals and their lack of concern for others (Hare, 1985) obstructs them from developing their shared values and belief system for coworkers to develop collective efficacy. Therefore, it may be expected that psychopaths have a negative relationship with collective efficacy.

From the assumptions of social cognitive theory on the larger perspective, under the new realities of growing transnational control, individuals increase their controlling leverage by merging into larger units of people in a department. However, these mergers do not come without a price. Paradoxically, to gain control and power, individuals have to negotiate reciprocal contracts that require some loss of individual autonomy and therefore they feel more threatened in raising the collective belief system. Relating to that psychopaths have low emotional stability (Paulhus & Williams, 2002) and become easily threatened in building collective beliefs in a collective work environment therefore they may predict that

H_3 Psychopathy may have a negative relationship with collective efficacy.

Social Efficacy and Group Performance

In a group, each individual has a diverse self-interest which may require a social effort in support of common values, cores, and goals (Bandura, 2001). The principles of social cognitive theory suggest that social efficacy is a socially mediated mode of agency that transforms individuals to free themselves in some areas of functioning by socially interacting and behest others to attain certain goals, meanwhile directly managing the other aspects of life (Bandura, 2001). As group performance is more about the shared skills, knowledge, and intentions of the group members with coordinated and dynamic efforts, here

social efficacy plays a vital role by using the available environmental resources, energy, and skills of group members in a coordinated way to accomplish group attainments (Bandura, 2001). In a group people can't work in isolation therefore they may require many things achievable through socially interdependent effort (Bandura, 2001). Hence collective performance could not be achieved without socially mediated agency which may require all group members to use their identical core competencies in a united way and share the burden of responsibilities and activities to attain group goals.

From the perception's perspective of social cognitive theory, the relationship between social efficacy and group performance could be defensible. Individuals with high social efficacy may also perceive that others have high skills and knowledge that could be used in a coordinated environment and that others can perform better rather than carrying each responsibility by themselves which may require risk, stress, and loss of time and energy (Bandura, 2001). High self-belief in others' skills and knowledge may relieve individuals in a group from the other responsibilities and may raise maintaining individuals' proficiency in their core competencies and may exert direct control over their mastery skills (Bandura, 2001). Hence high perceptions of social efficacy in group members may develop their belief to work collectively for building collective work performance.

Another route that connects social efficacy relationship with group performance is via another corollary of social cognitive theory. Social cognitive theory assumes that a low sense of social efficacy may raise depression among individuals and people find themselves alone without any social support in a group (Bandura, 1999). A low sense of social efficacy may cause individuals less able to communicate in a group. Supportive relationships in turn may enhance social support and benefit individuals by raising their coping skills and reducing individuals' depression to work cooperatively in a collective environment of group (Bandura, 1999). Therefore, a high sense of social efficacy may develop social relationships and overall build an individual's morale in the group which eventually may increase the group's performance (Bandura, 1999). Therefore, it is hypothesized that

H_4 Social efficacy predicts a significant positive relationship with group performance.

Collective Efficacy and Group Performance

Drawing from a social cognitive theory, Albert Bandura (2001) postulates a positive influence of collective efficacy on group performance. Other psychological theories posit collective efficacy vs self-efficacy, self-centeredness vs commonality, and individualism vs collectivism (Bandura, 2001). The social cognitive theory rejects this dualism and represents these conceptions of human behavior as representing different levels of proximity of causation. Hence, human functioning is rooted at different levels within broader structures of social-cultural influences therefore social structures regulate human behaviors according to authorize systems, social practices, and sanctions from personal efficacy to collective level of efficacy (Bandura, 2001). Thus, rather than considering social and collective efficacy as underminers of self-efficacy, individual competence, and individual performance, social cognitive theory embraces all forms of perceived efficacy as their operationalization at different levels according to social structures.

Relating this, the most recent study by Park & Shin (2022) tested the relationship between collective efficacy and group performance and found a significant positive relationship between collective efficacy and group performance. However, this study tested differently the aspects of social cognitive theory by hampering the competence as an undermining of the relationship between collective efficacy and group performance. In its true form, collective efficacy may never hamper an individual's competence and self-belief. Collective belief can't be found with incompetence and doubts. Bandura (2001) postulates that one cannot be efficacious collectively, who approaches life-consuming self-doubts about their abilities while facing difficulties. Hence it is expected that collective efficacy has been predictive of strong group performance.

H_5 Collective efficacy predicts a significant positive relationship with group performance.

Social Efficacy and Collective Efficacy

Previous research has overlooked the role of social efficacy and relied more on collective efficacy and self-efficacy. Social efficacy remains the key essence that raises an individual's belief systems to a collective level. The existence of collective efficacy is only cherished when people pool their resources to work together perform their roles, and coordinate their activities with a high sense of social efficacy (Bandura, 2001). Individuals work in coordination with others to attain goals that they cannot secure on their own. Therefore social efficacy at times either threatens an individual's agency (self-efficacy) or encourages an individual's self-development. However, in both cases, social efficacy and collective efficacy are intertwined with each other. As people do not live in isolation. Many of the things they seek require socially interdependent effort. Relying on social resources automatically builds individual shared beliefs in their collective power to produce desired results which is a key essence of collective efficacy. Hence it is expected that social efficacy has been predictive of collective efficacy.

H_6 Social efficacy predicts a significant positive relationship with collective efficacy.

Mediating role of Social efficacy

According to social cognitive theory, individuals' self-interest, self-centeredness, and self-encouragement all require them to be focused on their own and less bothered by burdensome responsibilities and avoid those responsibilities by behesting others and achieving goals at the expense of others (Bandura, 2001). Following Social cognitive theory (Bandura et al, 1977), individuals become communicated and committed to support even for their concern to shed load of activities of life to the shoulders of others. Therefore, psychopaths are one of those dark personality traits that grab opportunities and en-cash others for their concern. In such a scenario social efficacy turns the negative aspects of psychopaths into positive side toward group favor by encouraging psychopaths to work cooperatively in a group environment for their self-sake as their concerns are at stake.

Moreover, researchers posit that the influence of psychopath employees extends beyond organizational or employee-related consequences. Frontline employees, acting as brand ambassadors, not only impact internal dynamics but also play a role in shaping customers' attitudes and behaviors. These representatives are instrumental in conveying information regarding the organization's culture, rules, and policies, significantly contributing to customers' comprehension of its image (Rodrigues & Borges, 2015). Additionally, the Social Information Processing Theory (Dodge & Rabiner, 2004) suggests that individuals, akin to computers, encode and store activities as scripts that mold their attitudes. Consequently, it is reasonable to suggest that the antisocial behaviors and negative attitudes exhibited by psychopath employees could influence customers' perceptions of the organizational image. Hence, there is a need to explore how companies manage and cultivate psychopaths in a workspace through social and collective efficacy. Thus, it is proposed that

H_7 The link between psychopathy and collective efficacy is mediated by social efficacy.

Mediating role of Collective efficacy

Hare et al (2018) indicated that collective efficacy increases individuals' social control, trust, and social cohesion which may reduce violence and antisocial tendencies of the individual. Collective efficacy builds individuals' social control and enables them to release their energies in positive safer ways while utilizing available resources. Rather than relying on negative behaviors, collective efficacy builds perceptions of individuals to use available assets and resources of the environment to aid other people in a group (Hare et al., 2018) by building a shared belief system. social efficacy here works as a magnifier of self-interest and

self-awareness about individual competencies and becomes synergistic to build collective efficacy (Pinaaling & Valle, 2023). As psychopaths are highly antisocial and concerned for their own business, they rely on social efficacy to en-cash coworkers' skills, energies, and effort in a group. This may simultaneously build psychopaths' belief system on shared collective belief that may lower psychopaths' negative tendencies toward supportive and committed connection toward one another. Moreover, from the assumptions of social cognitive theory, it is expected that proxy and collective agency (social and collective efficacy i-e efficacy from the environment) are used as tools or sources to reduce violence, aggression, and phobic behaviors of people (Bandura, 2005; Bandura, 2001). Bandura used sources of collective efficacy such as observation modeling (bobo doll experiment) and verbal persuasion (persuasion in snake phobic) to build individuals' belief systems toward the task (Bandura, 1999; Bandura, 2001; Bandura, 2005) Thus

H_8 The link between psychopathy and group performance is mediated by collective efficacy.

Sequential Mediation of Social Efficacy and Collective Efficacy between Psychopathy and Group Performance

Taking it all together, researchers argue that psychopathy will lead to generating group performance. Social cognitive theory (Bandura, 2001) suggests that individuals use available resources of the environment and behest others to attain goals. Researchers argue that when psychopath employees work in organizations they may be highly involved in their jobs and feel ego threatened to learn new things, as psychopaths find it handy to use environmental resources, this may raise psychopaths' social efficacy. The above-said sequel path leads to generating a psychopath's belief system to perceive others with the same level of efficacy which may develop the shared belief system of individuals to a collective level namely collective efficacy. Previous research has shown that collective efficacy is an integral part of the group performance (Park & Shin, 2022). This argument fosters the underlying mechanism of social efficacy which provides the ground for our assumption that when psychopaths have high collective efficacy then it might be because of their higher proxy agency which relies heavily on psychopaths' instinct to get involved in their interest-relevant jobs. Social efficacy serves as the positive part of connecting psychopaths' positive potential with collective efficacy and group performance. Therefore it is hypothesized that

H_9 Social efficacy and collective efficacy mediate the relationship between psychopathy and group performance

Methodology

Sample and Procedure

The data was collected from Pakistan's service industry and higher education sector, known for frequent employee interactions. The tendency of psychopathy to employ negative behaviors for personal gain is more apparent in roles involving influence, such as in the service industry (Van der Linden et al., 2017). Middle-level employees significantly influence organizational culture and have the authority to shape the behavior of lower-level staff (Mayer et al., 2009). The intended sample might span multiple organizations to capture rare instances of psychopathic personality traits, often limited within a single organization. Previous research has acknowledged the limitations of generalizing findings when focusing solely on one organization or utilizing a homogeneous sample (Boswell et al., 2004; Ohly & Fritz, 2010; Webster and Ward, 2011).

Data collection

Data collection unfolded in two phases within employee contexts. Initially, hard-copy questionnaires were disseminated, outlining research details and gathering demographic information, and later submitted to supervisors or the researcher. Subsequently, a follow-up survey on social efficacy was extended to initial

questionnaire completers. Supervisors appraised psychopathy traits and group performance for accuracy, favoring peer or supervisor-administered surveys over self-ratings for a more genuine understanding of psychopathic personality traits (Jonason & Zeigler Hill, 2018; Muris et al., 2017; Volmer et al., 2019) When supervisors were unavailable, peers assessed both group performance and psychopathic traits. Primary data originated from supervisors, managers, and employees through four surveys, encompassing both other-administered and self-administered surveys with intervals. A managerial survey distributed 1150 questionnaires, yielding a 48% response rate from 550 responses; a survey targeting 1300 employees with psychopathic traits garnered a 50% response rate from 1080 completed questionnaires. Rigorous accuracy checks were applied to survey data, leading to the exclusion of three incomplete managerial questionnaires and the identification of 53 inaccuracies in the employee survey—13 incomplete and 40 lacking manager data. Most cases identified during outlier analysis fell within acceptable ranges (Hair et al., 2010), yielding a final dataset comprising 80 managerial and 506 employee surveys, ensuring comprehensive coverage across all aspects.

Measures

Figure 1 outlines the theoretical framework guiding this study, elucidating the interconnections among the constructs. The present study comprises 4 variables. Psychopathy, mediator social efficacy, collective efficacy, and criterion variable group performance. The objective of the research is to statistically test and analyze the empirical relationship of these variables. The Short The Dark Triad (SD3) (Jones & Paulhus, 2013), aims at measuring all three aspects of the DT simultaneously in one brief measure. 9 items of the scale designed to measure Psychopathy. Sample items of Psychopathy 9 items include "I like to get revenge on authorities and "I avoid dangerous situations. The social-efficacy scale of Smith & Betz (2000) measures social efficacy using 25 items. Sample items include "Start a conversation with people you don't know very well" and "Express your opinion to a group of people discussing a subject that is of interest to you". The collective efficacy scale of Riggs (1994) comprises of seven-item collective efficacy beliefs scale that measures collective efficacy in an organizational setting. Items include "The team I work with has above average ability", and "This team is poor compared to other teams doing similar work. To measure group *performance*- mean group performance was used -I-e. use of performance measures of individuals and taking the aggregate mean performance of individuals for group purposes as followed by Peng & Lin (2017) by using the William and Anderson (1991) scale which has a reliability of 0.87.

Control Variables

Respondent's demographics can affect the relationships of the present research. Therefore, age education, job tenure, and experience of employees are used as a control variable to avoid bias in the study. Specifically, age, tenure, and experience of employees have been considered the more viable ways to display dark personalities more conveniently in the organization.

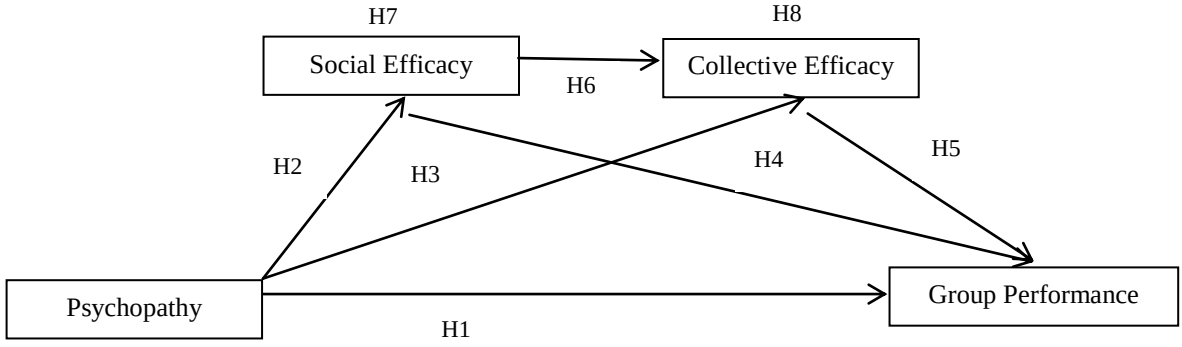

Figure 1: Proposed Conceptual Framework

Results

Table 2 provides a comprehensive overview of mean values, standard deviations, and correlations among various variables in a study. The mean psychopathy score is 3.41 with a standard deviation of 0.44, indicating a moderate level. Social efficacy, with a mean of 3.58 and a standard deviation of 0.82, correlates positively with psychopathy ($r = 0.309$, $p < 0.01$), suggesting a relationship between higher psychopathy scores and lower social efficacy. Collective efficacy, with a mean of 3.81 and a standard deviation of 1.11, shows no significant correlation with psychopathy but does correlate positively with social efficacy ($r = 0.355$, $p < 0.01$). Group performance, with a mean of 3.97 and a standard deviation of 0.68, exhibits no significant correlation with psychopathy but correlates positively with both social efficacy ($r = 0.276$, $p < 0.01$) and collective efficacy ($r = 0.389$, $p < 0.01$). Additionally, demographic variables such as age, gender, job tenure, and education show varying degrees of correlation with psychopathy, social efficacy, collective efficacy, and group performance. For instance, age is positively correlated with psychopathy ($r = 0.233$, $p < 0.05$) and social efficacy ($r = 0.396$, $p < 0.01$). The significance levels are indicated, with **$p < 0.01$ and *$p < 0.05$ denoting statistical significance.

Table 2: Mean Standard Deviation and Correlations

	Mean	SD	1	2	3	4	5	6	7	8
Psychopathy	3.41	0.44								
Social efficacy	3.58	0.82	.309**							
Collective efficacy	3.81	1.11	.072	.355**						
Group Performance	3.97	0.68	-.094	.276**	.389**					
[a]Age	2.75	1.00	.233*	.396**	.186	.120				
[b]Gender	1.67	0.47	.185	.159	.053	.006	.157			
cJob Tenure	1.89	0.96	.245*	.422**	.290**	.162	.789**	.152		
dEducation	3.34	0.49	.049	.058	.070	.160	.128	.174	.179	

a 1 = Below 25; 2 = 26–35; 3 = 36–45; 4 = 56–65; 6 = Above 65.
b 1 = Male; 2 = Female.
c Years of work experience on job
d 1=metric;2=intermediate,3=graduate, 4=postgraduate, 5=Doctorate
**p<0.01,*p<0.05

Table 3 represents the most favorable fit observed in the Proposed Four-Factor model, where each variable represents a unique factor. This model exhibits the lowest Chi-square/df, highest GFI and CFI, and the lowest RMSEA and RMR values, indicating a superior fit compared to the alternative models. The fit indices collectively suggest that the Four-Factor model provides the most accurate representation of the underlying structure of the data, supporting the idea that psychopathy, social efficacy, collective efficacy, and group performance are best conceptualized as distinct factors in the study.

Table 3 Model Fitness Comparison of Model-1

	Model	χ^2 /df	GFI	CFI	RMSEA	RMR
Alternative Measurement Models	One Factor	4.9	0.584	0.482	0.200	0.235
	Two Factor	4.0	0.656	0.608	0.176	0.230
	Three Factor	3.1	0.706	0.726	0.148	0.169
The Proposed Model	Four-Factor	1.7	0.891	0.912	0.079	0.079

Notes: χ^2= Chi-square; df= Degrees of Freedom; GFI= Goodness Fit Index; CFI= Comparative Fit Index; RMSEA= Root Mean Square Error of Approximation; RMR= Root Mean Square Residual
Four-factor include the actual model, Three factor includes Psychopathy and social efficacy as a single factor, Two factor includes psychopathy, social efficacy and collective efficacy as a single factor, One factor includes all variables as a single factor

Table 4: Assessment of Reflective measurement model

Construct	Code	Outer Loadings	VIF	T Statistics	Cronbach α	CR	AVE
Psychopathy	DTP19	0.642	1.579	3.245	0.692	0.75	0.49
	DTP20R	-0.696	1.919	3.289			
	DTP21	0.775	2.168	3.273			
	DTP22	-0.433	1.143	1.656			
	DTP23	-0.27	1.132	1.444			
	DTP24	0.745	1.792	3.144			
	DTP25R	0.266	1.287	1.397			
	DTP26	0.539	1.392	3.133			
	DTP27	0.431	1.205	2.438			
Social efficacy	SO1	0.784	3.238	13.936	0.89	0.91	0.58
	SO2	0.52	2.078	4.74			
	SO3	0.548	3.161	6.373			
	SO4	0.531	2.737	5.554			
	SO5	0.393	1.888	3.424			
	SO6	0.558	2.455	6.244			
	SO7	0.56	2.086	5.731			
	SO8	0.464	2.704	4.687			
	SO9	0.378	2.908	4.58			
	SO10	0.5	2.313	6.336			
	SO11	0.473	2.404	4.925			
	SO12	0.631	2.398	10.654			
	SO13	0.66	2.891	9.425			
	SO14	0.176	2.807	1.485			
	SO15	0.221	2.516	1.594			
	SO16	0.566	2.098	6.966			
	SO17	0.425	2.631	3.795			
	SO18	0.554	1.976	7.104			
	SO19	0.781	3.979	14.436			
	SO20	0.737	2.791	11.078			
	SO21	0.672	2.947	10.158			
	SO22	0.698	3.484	10.914			
	SO23	0.509	2.529	5.269			
	SO24	0.357	3.43	3.174			
	SO25	0.588	2.105	6.311			
Collective efficacy	CE1	0.734	2.108	8.224	0.915	0.93	0.67
	CE2R	0.819	2.616	14.032			
	CE3R	0.827	2.872	15.475			
	CE4	0.88	3.407	26.383			
	CE5R	0.746	1.977	11.268			
	CE6R	0.884	3.209	30.897			
	CE7R	0.804	2.191	15.639			
Group performance	Perf1	0.757	1.65	7.541	0.868	0.82	0.53
	Perf2	0.791	2.31	7.956			
	Perf3	0.762	2.254	5.84			
	Perf4	0.826	2.209	11.448			
	Perf5	0.748	1.735	8.906			
	Perf6R	0.412	1.227	2.643			

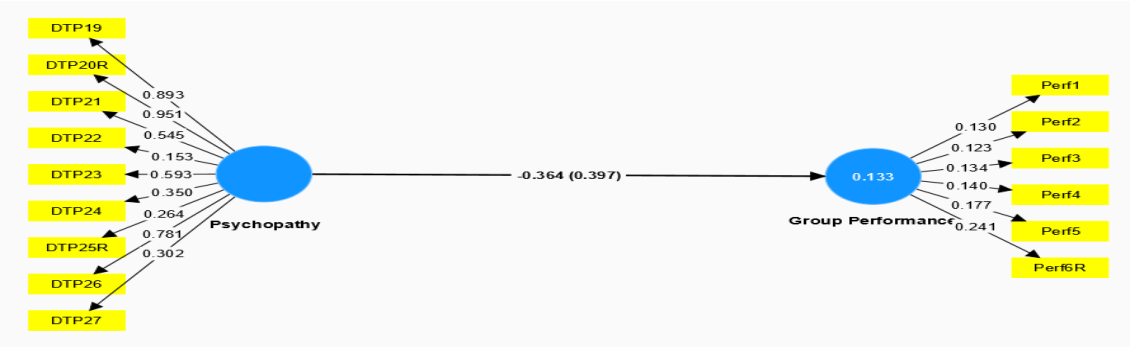

Figure 2: Smart PLS Path analysis result-1

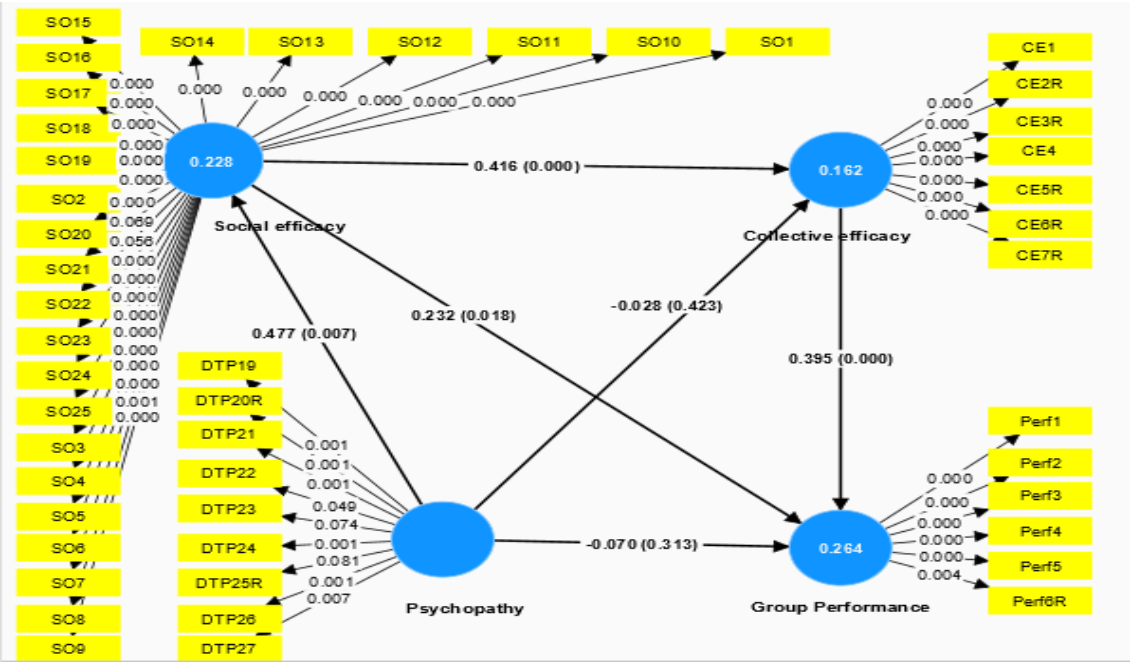

Figure 3: Smart PLS path analysis result-2

Step-1Assesment of the reflective measurement model

The study implemented quality assurance procedures recommended by Hair et al. (2019) to ensure the reliability and validity of our study constructs. Specifically researchers assessed convergent validity by examining the outer loading of each measurement item on its corresponding construct, aiming for values higher than 0.708. Our findings indicate that all constructs, except psychopathy, meet the specified threshold criteria, and all outer loading values are statistically significant, with t values exceeding 1.96. Following the guidelines provided by Hair Jr et al. (2017), items exhibiting weak loading (between 0.4 and 0.7) should only be removed if their exclusion enhances the composite reliability of the construct. In adherence to this approach, researchers retained all items, as the removal of weaker items did not substantially improve the values of composite reliability. This assures the individual item reliability of the measure utilized in our study (Hair Jr et al., 2017). Additionally, as further evidence of convergent validity, researchers considered Average Variance Extracted (AVE) values, all of which surpass the threshold of

0.50. Table 4 and Figure 3 provide details of the reflective measurement model, demonstrating that the results fulfill the criteria for Cronbach's alpha (internal consistency), Composite Reliability (CR), and AVE. However figure 2 illustrates the statistically and traditional significant negative relation between psychopathy and performance that has been refined positively through sequential mediation as depicted by figure 3. Furthermore, in Table 5 researchers evaluated discriminant validity through the Heterotrait-Monotrait (HTMT) ratio, as recommended by Henseler et al. (2015). According to this criterion, the HTMT value for each construct should be less than 0.85. Table 5 confirms that all variables meet this criterion, thus establishing discriminant validity.

Table 5: Descriminant validity-Heterotrait-monotrait ratio

	Collective efficacy	Group performance	Psychopathy	Social efficacy
Collective efficacy				
Group performance	0.498			
Psychopathy	0.238	0.293		
Social efficacy	0.419	0.402	0.55	

Table 6: Structural model assessment

Hypothesis	STD Coefficient	Standard deviation (STDEV)	p-value	T-Statistics	R^2	Adjusted R^2	f^2 effect size	Results
H1 Psy→Grp	-.070	.144	.313	.488	.133	.124	.014	
H2 Psy→Soc	.477	.193	.007	2.469	.228	.220	.500	Accepted
H3 Psy→Ce	-.028	.144	.423	.195			.005	
H4 So→Grp	.232	.111	.018	2.088			.067	Accepted
H5 Ce→Grp	.395	.083	.000	4.794	.264	.240	.226	Accepted
H6 So→Ce	.416	.120	.000	3.458	.162	.145	.191	Accepted

Note. Psy=Psychopathy, So=Social efficacy, Ce=Collective efficacy, Gp=Group performance

Table 7: Mediation Analysis

Effect type	Relationship	H #	β	SD	Confidence Interval	T-Stats	p value	Results
Indirect effect	Psy→So→Ce	H7	.193	.084	[.124, .313]	2.29	.011	Accepted
Direct effect	Psy→Ce		-.028	.144	[-.258, .219]	.195	.423	
Indirect effect	Psy→So→Gp	H7	.114	.073	[.004, .236]	1.54	.051	Accepted
Direct effect	Psy→Gp		-.070	.144	[-.320, .151]	.488	.313	
Indirect effect	So→Ce→Gp	H8	.158	.050	[.095, .258]	3.13	.001	Accepted
Direct effect	So→Gp		.232	.111	[.059, .422]	2.08	.018	
Indirect effect	Psy→So→Ce→Gp	H9	.076	.039	[.039, .142]	1.94	.026	Accepted
Direct effect	Psy→Gp		-.070	.144	[-.320, .151]	.488	.313	

Note. Psy=Psychopathy, So=Social efficacy, Ce=Collective efficacy, Gp=Group performance

Step-2 Structural model analysis

Table 6 presents the results of hypotheses testing in a study, each denoted by H1 to H6. Table 6 presents the outcomes of the PLS-SEM analysis. The results from the path analysis indicate significant predictions from all exogenous variables to endogenous variables, thereby supporting the formulated hypotheses (except H1 and H3). However, the magnitude of the effect sizes differs, with H2, H4, H5, and H6 exhibiting higher effect sizes, while H1 and H3 demonstrate smaller but consistent effect sizes following the proposed hypotheses. Hypothesis 2 (H2), testing the relationship between psychopathy and social efficacy, demonstrates a significant standardized coefficient of 0.477 (p = 0.007), T-Statistics of 2.469, and a substantial f2 effect size of 0.500, indicating that the hypothesis is accepted. Similarly, Hypotheses 4 (H4), 5 (H5), and 6 (H6), which respectively examine the relationships between social efficacy to group

performance, collective efficacy to group performance, and social efficacy to collective efficacy, all show significant coefficients ($p < 0.05$) with T-Statistics ranging from 2.088 to 4.794, supporting their acceptance. On the other hand, Hypotheses 1 (H1) and 3 (H3), examining the relationships between psychopathy to group performance and psychopathy to collective efficacy, respectively, do not yield significant results, as their p-values are greater than 0.05.

Furthermore, to gauge the magnitude of R2, Chin (2010) established evaluation criteria encompassing weak (R2: 0.19), moderate (R2: 0.33), and substantial (R2: 0.67) explanatory power of the path model. The findings affirm that Psychopathy accounts for 22.8% of the variance (R2= 0.228) in social efficacy, indicating a predictive power ranging from weak to moderate. Additionally, social efficacy explains 16.2% of the variance (R2= 0.162) in collective efficacy, demonstrating substantial predictive power. Lastly, collective efficacy elucidates 26.4% of the variance (R2= 0.264) in group performance, confirming a moderate level of predictive power of the study model.

Step-3 Mediation analysis

To establish mediation in this study, a rigorous procedure outlined by Zhao et al. (2010) was followed, recommending the use of a single-test bootstrapping technique rather than the three-test approach advocated by Baron and Kenny (1986). Zhao et al., 2010) suggested a two-dimensional approach, covering both direct and indirect effects, for testing mediation. They emphasized that both indirect and direct effects should be considered when reporting mediation analysis results. The decision tree, as per Zhao et al., 2010) classifies the existence of mediation into three types based on the significance or insignificance of the direct path: complementary mediation (both direct and indirect paths significant and in the same direction), competitive mediation (both direct and indirect paths significant but in opposite directions), and indirect-only mediation (insignificant direct effect). Table 6 provides details of indirect and direct effects, supporting all three mediation hypotheses (H7, H8, and H9). The results indicate that social efficacy and collective efficacy positively mediate the negative relationship between psychopathy and group performance.

Table 7 provides a comprehensive examination of direct and indirect effects among psychopathy, social efficacy, collective efficacy, and group performance, assessed through multiple hypotheses. In Hypothesis 7 (H7), a significant indirect effect is observed for the path from psychopathy to collective efficacy through social efficacy ($\beta = 0.193$, $p = 0.011$), supported by a T-statistic of 2.29 and a confidence interval [0.124, 0.313]. For Hypothesis 8 (H8), an indirect effect is found for social efficacy on group performance through collective efficacy ($\beta = 0.158$, $p = 0.001$), with a T-statistic of 3.13 and a confidence interval [0.095, 0.258]. Hypothesis 9 (H9) reveals a significant indirect effect of psychopathy on group performance through the sequential mediation of social efficacy and collective efficacy ($\beta = 0.076$, $p = 0.026$), supported by a T-statistic of 1.94 and a confidence interval [0.039, 0.142]. While direct effects are present there, do not consistently achieve statistical significance. Overall, these findings underscore the complexity of relationships among the studied variables, emphasizing the importance of indirect positive pathways in explaining psychopathy's impact on social efficacy, collective efficacy, and Group Performance

The findings offer backing for all hypotheses except H1 and H3, whose coefficients align with the proposed direction but lack statistical significance. The study model exhibits a form of competitive mediation, where both the direct and indirect paths are in opposite directions. Specifically, the paths psychopathy → group performance and psychopathy → collective efficacy → group performance are negative. However, the sequential mediation path psychopathy → social efficacy → collective efficacy → group performance are both significant and positive. Consequently, the presence of positive indirect effects and negative direct effects indicates that the mediation type is competitive in nature

Discussion and Conclusion

Results from the structural model analysis reveal that the perception of social beliefs among psychopathic employees positively influences their collective efficacy. Additionally, it is observed that collective efficacy has a direct and negative relationship with psychopathy, suggesting that the sole pathway to achieving collective efficacy is through social efficacy. Furthermore, the study uncovers that social efficacy serves as a mediator in the relationship between psychopathy, collective efficacy, and group performance. These findings suggest that concerns about efficacy among psychopathic employees may be heightened through environmental agency, involving proxies and collective efficacy, in line with Bandura's (2001) proposition. Positive internal and external reinforcement is indicated to motivate psychopathic employees to increase their perceptions of social efficacy and generate friendly and productive behaviors within the workgroup. The mediating roles of social and collective efficacy represent significant contributions to both practical and theoretical aspects of existing knowledge. Additionally, the latest study by Hams et al. (2024) has highlighted the importance of testing the abilities and beliefs of dark personality traits to understand their actual potential for success. The results of this research align with the future directions suggested by Hams et al. (2024), emphasizing the role of social and collective abilities in mitigating the negative group outcomes associated with psychopathy.

Research Implications

This study represents a pioneering effort to investigate the intertwined dynamics of Psychopathy and efficacy interventions and their influence on individuals' efficacy and work outcomes. It stands as the initial exploration into their positive correlation with group performance, employing social cognitive theory and emphasizing the role of Social and Collective efficacy as mediators, thereby shedding new light on the impact of Psychopathic traits in achieving favorable results within work environments.

The research findings unveil a non-linear and intricate relationship between psychopathy and performance, indicating their multifaceted nature when influenced by interventions. While prior studies like those by Bandura and Stajkovic et al. (2018) have explored the link between the big five personality traits and self-efficacy in academic settings, this study uniquely focuses on utilizing self-efficacy as a mediator for psychopathic employees, revealing insights into how their group performance is affected. The model suggests that efficacy can potentially drive positive group performance outcomes even among employees exhibiting pronounced psychopathic dark traits.

Distinctively breaking ground, this study examines psychopathy within a collectivist Asian cultural context, diverging from previous research primarily concentrated on individualistic Western societies (Cullen et al., 2015; Gaddis and Foster, 2015). By exploring the influence of dark personality traits and social cognitive theory in this unique cultural milieu, this research significantly broadens our understanding of how these traits manifest and function across diverse cultural landscapes.

Moreover, this study represents a significant advancement in organizational behavior, and social, and clinical psychology by proposing solutions within social cognitive theory to comprehend and mitigate the impact of Psychopathic traits in work groups. Additionally, it comprehensively addresses recent research calls from various scholars (Hirschfeld & Scotter, 2018; Koehn et al., 2018; LeBreton et al, 2018; Rogoza et al., 2019; Smith et al., 2018;) to explore factors that alleviate the negative consequences of the dark traits on individual and group outcomes.

Methodological Implications

Research advocates for the utilization of peer or supervisor-administered surveys to assess psychopathic traits, a methodology endorsed by Jonason & Zeigler Hill (2018), Muris et al. (2017), and Volmer et al. (2019) This approach significantly enhances objectivity in evaluation compared to self-reported methods,

providing a more nuanced comprehension of psychopathic behaviors within authentic settings and circumventing potential biases inherent in self-assessment techniques. By incorporating supervisor or peer evaluations for appraising both psychopathic traits and performance, this methodology helps alleviate common method biases prevalent in current psychopathy-related research, which predominantly relies on self-reports. Consequently, this study offers a comprehensive external perspective, enriching the understanding of psychopathic traits beyond individual self-assessments commonly seen in organizational behavior studies.

Practical Implications

The implications of this study highlighting a positive relationship between psychopathy and performance mediated by social and collective efficacy, offer significant practical insights for organizational enhancement. Tailoring training programs to bolster social and collective efficacy may optimize the positive impact of psychopathy on performance outcomes. Emphasizing teamwork, fostering collective trust, and nurturing shared goals within teams can harness the benefits of psychopathic traits. Integrating these findings into leadership strategies by empowering leaders to cultivate group efficacy may leverage psychopathic traits positively in decision-making and goal attainment. Strategic recruitment and team composition considering collective efficacy beliefs could further amplify team performance. Ultimately, embedding these insights into organizational culture, policies, and conflict resolution strategies holds promise for maximizing the benefits of psychopathy while fostering a cohesive and high-performing work environment.

Strengths and Limitations of Study

This research significantly contributes to advancing the social cognitive theory by exploring the favorable dimensions inherent in dark personality traits. Through efficacy intervention strategies, it effectively mitigates dysfunctional behaviors observed in individuals with psychopathic tendencies, consequently leading to notable enhancements in group performance—an exemplary strength and notable achievement of this study.

Methodologically, this research demonstrates robustness by utilizing time-lagged data, a crucial and established approach within behavioral research methodologies. The incorporation of peer assessments to evaluate psychopathic personality traits mitigates potential biases inherent in self-reporting methodologies, aligning with current best practices and recommendations in the field. Moreover, the adoption of multi-sourced data, encompassing both supervisors' and employees' surveys, not only fortifies the investigation but also aligns with the theoretical underpinnings of social cognitive theory, facilitating a comprehensive examination of relationships associated with dark personality traits.

A distinct departure from conventional studies, this research diverges from the prevalent negative association between psychopathy and performance outcomes by elucidating a positive connection. This departure signifies a paradigm shift in the prevailing discourse within the literature on psychopathy in organizational behavior, introducing a pioneering perspective that harnesses the constructive aspects of social cognitive theory to examine the interplay between psychopathic traits and group performance.

Limitations

This study's measures, including 25 items for social efficacy, 9 items for psychopathy, 7 items for collective efficacy, and 6 items for group performance total of 47 items were lengthy. Such extensive questionnaires may lead to respondent fatigue and potentially superficial responses, as participants may fill them out hastily rather than providing accurate reflections. This limitation could impact the reliability and validity of the data collected.

Future Research Directions

This research opens avenues for exploring various psychological mechanisms that could alter the negative correlation between psychopathic traits and performance. While this study focuses primarily on a single social cognitive phenomenon, future research could delve into other psychological aspects, such as a growth mindset, to comprehend how specific psychopathic traits might adapt in different situations. Exploring the potential benefits of recruiting individuals with malleable traits amid technological changes, instead of rigid personalities (Tasselli et al, 2018), irrespective of psychopathic or big five personality traits, could offer intriguing insights. This study suggests that psychopathic traits might exhibit greater adaptability in a collective environment and generate collective efficacy due to higher self-monitoring (Kowalski et al., 2018). Furthermore, investigating the positive effects of dark personality traits from motivational standpoints and examining the influence of psychopathic traits on co-workers, supervisors, and work groups from a between-person perspective stand as potential areas for future research in the realm of psychopathy.

This study introduces bi-directionality in comprehending psychopathic traits using social cognitive theory, emphasizing the mutual influence between behaviors, personality, and the environment. This approach aligns with Dalal et al.'s (2020) recommendations to explore personality as both an antecedent and an outcome, paving the way for future research to investigate feedback loops between performance and psychopathic traits.

Subsequent research endeavors may also incorporate additional efficacy dimensions, such as self-efficacy, to elucidate the phenomena associated with psychopathy and group performance. While surveys were utilized in this study, field settings in organizational behavior are preferable to comprehend how psychopathic traits manifest in real work environments, providing real-time insights into their implications.

Conclusion

Understanding and mitigating the profound impact of psychopathy within organizational settings is of paramount importance. Leveraging social and collective efficacy, rooted in social cognitive theory, emerges as a powerful strategy to address and diminish the adverse behaviors associated with psychopathy. Strengthening the intricate relationship between psychopathic traits, forms of efficacy, and group performance constitutes a pivotal endeavor, acknowledging that, efficacy works as an environmental factor that wields significant influence over psychopath behaviors, aligning with Bandura's theory (2001). This research advances a comprehensive framework aimed at managing and sustaining these inclinations over time. By employing social cognitive approaches in interventions, there lies the potential to curtail the negative repercussions of psychopathy in the workplace, fostering a reduction in its impact on performance while bolstering individual productivity. This social and collective efficacy-based approach strives to empower individuals grappling with psychopathy, aiming not only to mitigate its workplace challenges but also to create healthier work environments conducive to enhanced productivity and communal well-being.

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