

DO JOB ATTITUDES MEDIATE THE RELATIONSHIPS BETWEEN TRIARCHIC PSYCHOPATHY DOMAINS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR?

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The present study investigated how triarchic psychopathy domains are related to self-rated organizational citizenship behavior (OCB) and whether job attitudes, such as job satisfaction and affective commitment, mediate these relationships. Results from a sample of 434 employees indicated that OCB was positively correlated with boldness, negatively with meanness, and uncorrelated with disinhibition. Structural equation modeling (SEM) demonstrated that job satisfaction and affective commitment were positively predicted by boldness and negatively by meanness. In addition, disinhibition positively predicted affective commitment. With regard to job attitudes–OCB associations, only affective commitment significantly positively predicted OCB, suggesting its mediating role in the relationships between psychopathy dimensions and OCB. These findings contribute to the literature on the underpinnings of behavioral manifestations of psychopathy in the organizational context by proposing the potential attitudinal mechanism underlying the relationships between triarchic psychopathy domains and OCB.

Keywords: psychopathy; triarchic model of psychopathy; job attitudes; job satisfaction; affective commitment; organizational citizenship behavior.

Psychopathy is a personality construct raising interest among researchers and public opinion due to its malevolent nature and social adversity. In recent years, on a wave of interest in psychopathy outside the clinical sphere, research on psychopathy in organizational settings has gradually emerged. Organizational researchers

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have emphasized investigating the socially detrimental consequences of psychopathy in the workplace (Smith & Lilienfeld, 2013). However, some empirical evidence, mainly based on the concept of successful psychopathy, suggests that certain psychopathic traits might bring potentially fewer detrimental individual and organizational outcomes, both in terms of employee attitudes and behaviors (Neo et al., 2018; Sutton et al., 2020).

A useful framework to measure distinct domains of psychopathy, which differ in terms of social adversativity, both in clinical and non-clinical settings, including the workplace, is provided by the triarchic model of psychopathy (Patrick et al., 2009). Within this framework, psychopathy is captured as a multidimensional construct with three separate but overlapping core components that differ in potential adaptiveness: boldness, meanness, and disinhibition. Boldness entails self-confidence, social dominance, stress immunity, and thrill-adventure seeking, representing the potentially adaptive characteristics of the construct and appearing to best reflect the concept of successful psychopathy. In contrast, both meanness (described by lack of empathy, unemotionality, exploitativeness, and achieving goals through cruelty and aggression) and disinhibition (marked by nonplanfulness, poor self-control, inability to delay gratification, and irresponsibility) encompass the maladaptive features of the syndrome (Patrick et al., 2009, 2012; Patrick & Drislane, 2015). The three psychopathy domains showed divergent correlation patterns with different workplace outcomes, including positive links of meanness and disinhibition with various socially undesirable work-related attitudes and behaviors, and boldness predicting potentially more adaptive workplace outcomes (Neo et al., 2018; Persson & Lilienfeld, 2019; Sutton et al., 2020).

However, despite the emergence of individual studies indicating some potentially less adverse outcomes of boldness in the organizational context, little is known about its linkages with positive organizational behaviors, such as organizational citizenship behavior. In particular, it is unknown which psychological mechanisms might potentially mitigate the severity of manifestations of psychopathy in the workplace, as no previous studies focused on examining the underlying attitudinal processes linking triarchic psychopathy domains with positive organizational behaviors. Therefore, to broaden the nomological network of psychopathy in the organizational context, the present study focused on investigating how triarchic psychopathy domains are related to self-rated organizational citizenship behavior and whether job attitudes represented by job satisfaction and affective commitment mediate this relationship. By investigating how boldness is associated with different adaptive workplace outcomes, the obtained results might help to shed some new light on the phenomenon of successful psychopathy, which seems to be best represented

in the triarchic conceptualization of psychopathy by this potentially adaptive feature (Persson & Lilienfeld, 2019).

Psychopathy and Organizational Citizenship Behavior (OCB)

OCB encompasses socially desirable organizational behaviors, taking the form of voluntary and helpful acts directed toward the organization or toward other people, which go beyond formal task (or in-role) performance (Spector & Fox, 2002). Psychopathy, examined as a unidimensional component of the Dark Triad of personality, demonstrated negative associations with self- and other-rated measures of OCB (Szabó et al., 2018; Webster & Smith, 2019). However, prior research showed that different psychopathy traits exhibited unique associations with distinct types of prosocial behaviors (White, 2014). Thus, associations between psychopathy domains and OCB, which can be seen as a manifestation of prosocial behavior in the workplace, might be more complex.

Considering the triarchic model, those high in meanness due to their egocentrism, coldheartedness, aggressive competitiveness, and tendencies to strategically exploit others for personal gain (Patrick et al., 2009; Patrick & Drislane, 2015) could be less likely to engage in voluntary helpful acts benefiting the organization or other people in the workplace in the form of OCB. Similarly, because of antisocial tendencies, externalizing proneness, and problems with self-control (Patrick & Drislane, 2015), those high in disinhibition could exhibit diminished levels of OCB. In contrast, individuals high in boldness might tend to engage in OCB to a greater extent. Thanks to higher social competencies and emotional resilience (Patrick et al., 2009), they might be more apt to monitor their behaviors in the workplace and strategically use OCB to create a positive reputation in that setting. In particular, boldness seems to be positively associated with OCB driven by self-serving motives, such as impression management concerns or the willingness to cover up negative behaviors in the workplace by publicly engaging in prosocial actions. Accordingly, coworker-rated contextual performance, which conceptually resembles OCB by entailing helpful behaviors in the organizational context, was reported to be very weakly negatively correlated with meanness and disinhibition, and marginally positively with boldness (Kranefeld & Blickle, 2022). As self- and other-ratings of OCB are moderately related (Carpenter et al., 2014), a similar pattern of relations was expected in the present study.

The Mediating Role of Job Attitudes

Psychopathy dimensions might not only be the direct antecedents of OCB, but also be linked with them indirectly through job attitudes in the form of job satisfaction and affective organizational commitment. Both constructs share the affective character, which results in their positive intercorrelations reported in the empirical research (Meyer et al., 2002), and positively predicted OCB (LePine et al., 2002). However, given their conceptual distinctiveness (Meyer et al., 2002), the present analysis concerning the attitudinal mechanisms linking corporate psychopathy with OCB includes both of them.

In particular, job satisfaction, which reflects employees' subjective well-being at work and includes feelings (affect) and/or thoughts (cognition) toward their job (Judge & Klinger, 2008), might mediate the relationship between psychopathy components and OCB. Prior research showed that the affective aspect of job satisfaction displayed divergent relationships with the three components of the triarchic model—negative with meanness and disinhibition, and positive with boldness (Du & Templer, 2022). Similar relationships between psychopathy traits and the cognitive aspect of job satisfaction, analyzed in this study, were expected. Accordingly, meanness (reflecting callousness—unemotionality), due to core affective deficits of the syndrome, including unemotionality/emotional insensitivity (Patrick et al., 2009; Patrick & Drislane, 2015) and the tendency to experience low positive emotions (Poy et al., 2014), might be negatively related to job satisfaction, which in turn might translate into lower levels of OCB. Similarly, disinhibition, which is associated with higher neuroticism and—subsequently—negative emotionality (Poy et al., 2014), might be negatively linked to job satisfaction, leading to decreased levels of OCB. In contrast, boldness, which is characterized by higher positive affectivity and lower negative affectivity (Sleep et al., 2019), might positively predict job satisfaction. The general tendency to experience positive emotional states characteristic of those high in boldness might spill over into higher job satisfaction, increasing their tendency to engage in OCB.

Similarly, affective commitment might play a mediating role in the psychopathy dimensions-OCB relationship. In a three-component model of organizational commitment by Meyer and Allen (1991), affective commitment encompasses its central theme—the employee's affective attachment to the organization reflecting their ability to emotionally bond with the organization. Past studies demonstrated the strongest positive associations of affective commitment with discretionary work behaviors (i.e., OCB) from all forms of organizational commitment (Meyer et al., 2002). In the present study, based on the attachment theory, psychopathy domains were expected to display divergent relationships with affective commitment.

In particular, meanness, whose core feature entails empathy deficits and difficulties in social bonding (Patrick et al., 2009), might result in an inability to form a psychological attachment to the organization of which an individual is a member, manifesting itself in diminished affective commitment. Similarly, deficits in emotional regulation and the inability to delay gratification (Patrick et al., 2009; Patrick & Drislane, 2015) accompanying disinhibition might inhibit forming a stable affective attachment to the organization among individuals with high levels of this trait. Consequently, lower affective commitment among employees high in meanness and disinhibition might weaken their tendency to undertake helpful behaviors in the workplace, such as OCB. Conversely, thanks to higher emotional resilience, stability (Patrick & Drislane, 2015), and lack of general attachment problems in adulthood (Craig et al., 2013), those high in boldness might utilize their ability to build or maintain relationships with various attachment objects within the working context by forming positive bonds with the organization, understood as a type of attachment figure for employees. Their higher attachment to the organization might, in turn, contribute to a greater propensity to voluntarily act in its interest by engaging in OCB.

The Present Study

In the present study, psychopathy domains were treated as more distal predictors of behavioral outcomes in the workplace, while job attitudes were included as proximal predictors due to their higher susceptibility to environmental factors (Judge & Larsen, 2001). The main aim was to examine the relationships between psychopathy-related traits, job attitudes, and OCB. Accordingly, we expected the mediational effect of job satisfaction and affective commitment in the relationships between triarchic psychopathy dimensions and self-rated OCB. In particular, given the above-mentioned theoretical foundations of the triarchic model of psychopathy, boldness might be positively related to job attitudes. In contrast, meanness and disinhibition could be negatively related to job satisfaction and affective commitment. In turn, both examined job attitudes were expected to be positively associated with OCB.

METHODS

Participants and Procedure

The sample consisted of 434 (56.9% women) working adults from various Polish organizations, aged 18–64 years ($M = 31.97$, $SD = 11.49$) and with organizational tenure from one month to 37 years ($M = 5.44$, $SD = 7.60$). In terms of education level, 35.9% of the participants had tertiary education, 45.4% had secondary education, 12% had vocational education, and 6.7% had elementary education. In terms of their position in the organization hierarchy, 86.4% held a non-managerial position, and 13.6% held a managerial one. The study was anonymous, voluntary, and with no compensation. Data were collected using the snowball sampling method as a part of the larger research project on dark personalities in the workplace.

Measures

Psychopathy

Psychopathy was measured with the Triarchic Psychopathy Measure (TriPM; Patrick, 2010; Polish adaptation: Pilch et al., 2015). The shortened Polish version of the scale (TriPM-41) consists of 41 items with a 4-point response choice ranging from 0 (*false*) to 3 (*true*). The measure includes three subscales: boldness (15 items, e.g., “I’m optimistic more often than not”), meanness (16 items, e.g., “I don’t mind if someone I dislike gets hurt”), and disinhibition (10 items, e.g., “My impulsive decisions have caused problems with loved ones”). Cronbach’s alpha was 0.83 for boldness, 0.86 for meanness, and 0.86 for disinhibition.

Job Satisfaction

Job satisfaction was assessed using the Job Satisfaction Scale (Zalewska, 2003). The scale was developed to measure the cognitive aspect of job satisfaction, reflecting the employees’ subjective evaluations of their job. The participants rated five self-report items (e.g., “I am satisfied with my job”) of the scale on a 7-point response rate ranging from 1 (*I strongly disagree*) to 7 (*I strongly agree*). Cronbach’s alpha was 0.90.

Affective Commitment

Affective commitment was assessed with the 6-item scale of affective commitment from the Organizational Commitment Scales OCS developed by Meyer and Allen (1991; Polish adaptation: Bańka et al., 2002). The participants rated on a 7-point scale (from 1 = *I strongly disagree* to 7 = *I strongly agree*) the extent to which they agreed with various statements referring to their relations with the organization (e.g., “This organization has a great deal of personal meaning for me”). Cronbach’s alpha was 0.87.

OCB

OCB was measured using the Polish back-translation of the 20-item Organizational Citizenship Behavior Checklist OCB-C (Fox et al., 2012). The scale was designed to assess how often the employee undertakes extra-role behaviors in the workplace in the form of helpful acts directed toward the organization or its members. The participants rated the frequency of engaging in various positive organizational behaviors in their present job (e.g., “Helped coworker learn new skills or shared job knowledge”) on a 5-point scale ranging from 1 (*never*) to 5 (*every day*). Cronbach’s alpha was 0.93.

Statistical Analysis

Firstly, descriptive statistics (means and standard deviations) and zero-order correlations among the study variables were calculated using the IBM SPSS Statistics 28. In the next step, the structural equation modeling (SEM) analysis in the JASP 0.16.0.0 statistical package was applied to examine the predicted mediation effects. In the conducted SEM analysis, the maximum likelihood estimation was utilized. A model in SEM had an acceptable fit for the Chi-square/degree of freedom ratio (CMIN/*df*) less or equal to 3, the goodness-of-fit index (GFI), the comparative fit index (CFI), the Tucker-Lewis index (TLI) greater than 0.90, and for root mean square error of approximation (RMSEA) and the standardized root mean square residual (SRMR) less than 0.08 (Kline, 2010).

RESULTS

Descriptive Statistics

Table 1 displays means, standard deviations, and Pearson's correlation coefficients among the study variables. Among psychopathy dimensions, meanness and boldness were very weakly positively correlated. As both dimensions of psychopathy are considered distinct phenotypical manifestations of fearless temperament on the theoretical ground, this result might reflect dispositional fearlessness underlying both psychopathy-related traits, resulting in their intercorrelation (Patrick et al., 2009; Patrick & Drislane, 2015). As expected, boldness was positively correlated with job satisfaction, affective commitment, and OCB. The inverse pattern of correlations was found for meanness, which negatively correlated with job satisfaction, affective commitment, and OCB. In turn, disinhibition was not significantly correlated with none of the examined positive work outcomes. Concerning the job attitudes–OCB linkage, both job satisfaction and affective commitment displayed weak positive correlations with OCB, which was in line with prior meta-analytic results (LePine et al., 2002).

Table 1
Descriptive Statistics and Correlation Matrix of the Study Variables

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5
1. Boldness	23.47	7.81	–				
2. Meanness	7.16	5.09	.11*	–			
3. Disinhibition	12.85	7.86	–.03	.32***	–		
4. Job satisfaction	20.46	7.10	.21***	–.11*	–.03	–	
5. Affective comittment	21.08	8.54	.13**	–.11*	.05	.67***	–
6. OCB	59.98	15.69	.24***	–.20***	.03	.25***	.34***

Note. *N* = 434. OCB = organizational citizenship behavior.

*** $p < .001$, ** $p < .01$, * $p < .05$.

Relationships Between Triarchic Psychopathy Dimensions and OCB With Job Attitudes as Mediators

To test the mediating role of job satisfaction and affective commitment in the relationships between triarchic psychopathy domains and OCB, the SEM analysis was

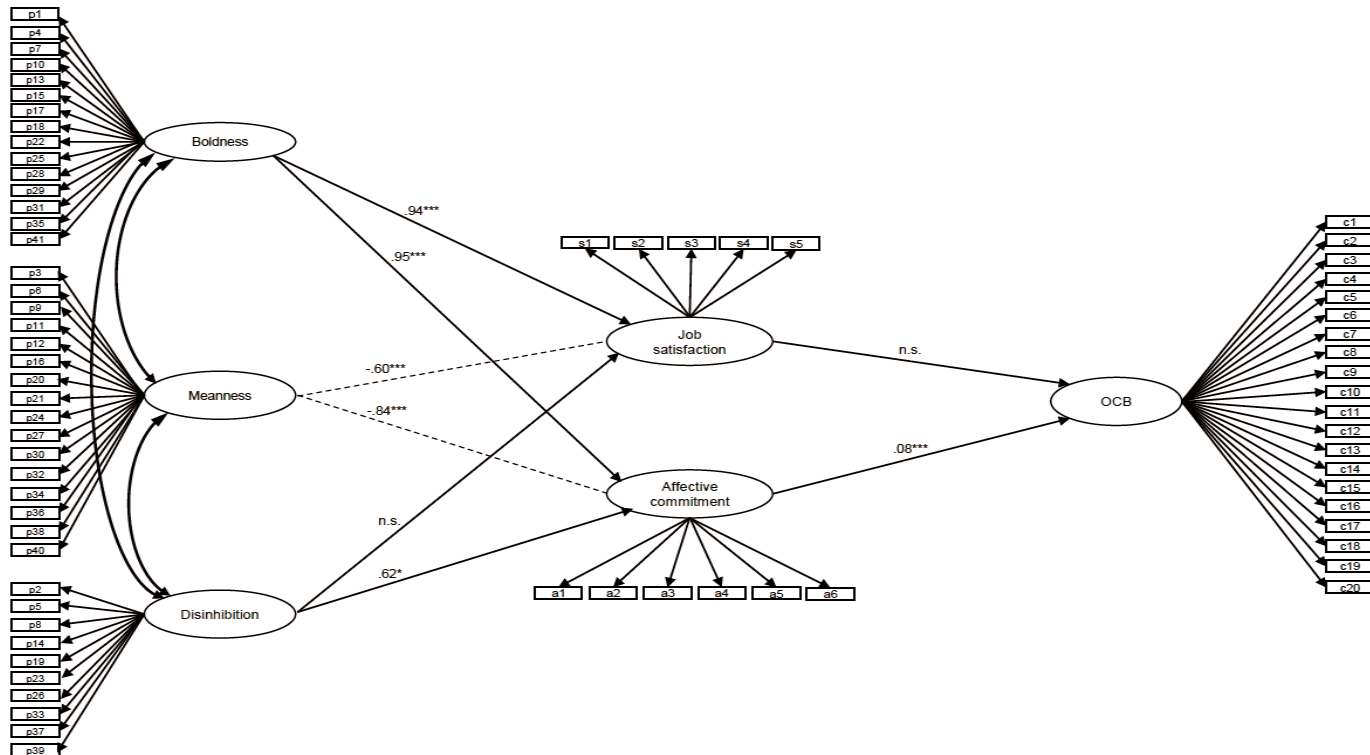
performed. In the constructed mediational model, all study variables (i.e., boldness, meanness, disinhibition, job satisfaction, affective commitment, and OCB) were entered as latent variables. In the SEM analyses, we tested if psychopathy dimensions predict job attitudes, which in turn predict OCB. Thus, the model included six mediational pathways, with boldness, meanness, and disinhibition related to OCB indirectly via job satisfaction and affective commitment. Figure 1 presents the structural equation model of relationships between triarchic psychopathy dimensions, job attitudes, and OCB. Parameter estimates for both latent and observable variables are presented in the Supplementary material. The fit indexes of the global structural model were acceptable: $CMIN/df = 2.40$, $p < .001$, $GFI = 0.85$, $CFI = 0.74$, $TLI = 0.73$, $RMSEA = 0.06$ [90% CI: 0.05–0.06], $SRMS = 0.09$. The model explained 13% of the variance for OCB, 10% of the variance for job satisfaction, and 10% of the variance for affective commitment.

The results of the SEM analysis showed that boldness was positively related to job satisfaction ($\beta = 0.94$; $SE = 0.21$, 95% CI [0.53, 1.35], $p < .001$) and affective commitment ($\beta = 0.95$; $SE = 0.23$, 95% CI [0.49, 1.41], $p < .001$). In turn, meanness significantly negatively predicted job satisfaction ($\beta = -0.60$; $SE = 0.19$, 95% CI [-0.96, -0.23], $p < .001$) and affective commitment ($\beta = -0.84$; $SE = 0.22$, 95% CI [-1.26, -0.42], $p < .001$). In turn, disinhibition significantly positively predicted affective commitment ($\beta = 0.62$; $SE = 0.25$, 95% CI [0.12, 1.11], $p = .014$) and had no significant direct effect on job satisfaction ($\beta = 0.24$; $SE = 0.21$, 95% CI [-0.17, 0.66], $p > .05$). Affective commitment significantly positively predicted OCB ($\beta = 0.08$; $SE = 0.02$, 95% CI [0.05, 0.12], $p < .001$), whereas job satisfaction was unrelated to OCB ($\beta = 0$; $SE = 0.01$, 95% CI [-0.02, 0.03], $p > .848$). These results suggest that triarchic psychopathy dimensions are indirectly related to OCB through affective commitment.

With regard to psychopathy domains–job attitudes, consistent with prior expectations, positive relationships were found between boldness and job attitudes. In contrast, meanness was found to be negatively related to job attitudes. Given the unexpected positive relationship between disinhibition and affective commitment in the SEM analysis, the additional partial correlation coefficient between disinhibition and affective commitment was calculated, while controlling the effect of boldness and meanness. When controlling for boldness and meanness on the relationship between disinhibition and affective commitment, a positive statistically significant partial correlation emerged ($r = .10$, $p < .032$), suggesting that the Pearson's correlation coefficient between disinhibition and affective commitment was underestimated when the effect of the remaining triarchic components was not controlled.

Figure 1

Structural Equation Model of Relationships Between Triarchic Psychopathy Dimensions, Job Attitudes and Organizational Citizenship Behavior (OCB)



Note. Standardized linear regression coefficients shown. The continuous lines represent positive relationships between the study variables, the dotted lines signify negative relationships between the study variables. *** $p < .001$, ** $p < .01$, * $p < .05$.

DISCUSSION

In the present study, psychopathy in triarchic terms was analyzed in relation to the three positive organizational outcomes: job satisfaction, affective commitment, and OCB. Specifically, besides examining the direct associations between psychopathy-related traits and OCB, the potential mediating role of job attitudes on these relationships was tested using the SEM analysis. Therefore, this study extends previous research on corporate psychopathy by examining how triarchic psychopathy domains are related to self-reported OCB and whether job attitudes would play a decisional role in linking psychopathy dimensions with OCB.

The results of correlation analysis demonstrated that, among the psychopathy components, boldness and meanness emerged as the only significant correlates of both job attitudes, suggesting that these two psychopathy dimensions might play a decisive role in predicting job attitudes. More specifically, employees high in boldness thanks to higher emotional resilience and optimism (Patrick et al., 2014) along with a lack of general attachment problems in adulthood (Craig et al., 2013) seem to be more satisfied with their job and able to establish an emotional bond with their organization to a greater extent. In contrast, affective insensitivity and social detachment accompanying meanness (Patrick et al., 2014) might diminish the tendency to experience positive job attitudes. In turn, as disinhibition refers to emotional dysregulation resulting in externalizing behaviors (Patrick, 2009), it could be unrelated to the cognitive aspect of job satisfaction, reflecting employees' thoughts about their job, measured in the present study. In addition, overall attachment anxiety and avoidance, characteristic of those high in disinhibition (Craig et al., 2013), might manifest itself differently in the organizational context than in interpersonal relationships, leading to a lack of psychological bond with the organization, marked by the insignificant relationship with affective commitment. On a broader level, the obtained results seem to be in line with the theoretical proposal of recognizing the so-called "successful psychopathy" as a nexus of high boldness and low meanness (Lilienfeld et al., 2015) and prior research on psychopathy facets–attitudes relationships, indicating the key role of boldness and meanness in forming subjective well-being, both in general and in the workplace (Du & Templer, 2022).

The correlation analysis also showed that similar to the psychopathy dimensions–job attitudes relationships, OCB was positively correlated with boldness, negatively with meanness, and uncorrelated with disinhibition. These findings are only partially consistent with previous research on the positive behavioral outcomes of triarchic psychopathy domains in the workplace, in which coworker-rated contextual performance was marginally positively correlated with boldness, and very

weakly negatively with meanness and disinhibition (Kranefeld & Blickle, 2022). Both studies also differed in the magnitude of correlations between psychopathy domains and positive workplace behaviors, which was weaker in the prior research. The discrepancies in the research findings seem to reflect the above-mentioned centrality of boldness and meanness in explaining the potentially adaptive outcomes of corporate psychopathy (Lilienfeld et al., 2015). Alternatively, they might reflect the differences in the self- and other-rated levels of employees' OCB. As the previous meta-analysis demonstrated, other ratings of OCB in prior research could be underestimated given that other raters, in particular coworkers, could not observe all behaviors displayed by an employee (Carpenter et al., 2014). The inconsistent findings might also stem from the conceptual differences between contextual performance and OCB. Although both terms are usually used interchangeably, the range of behavior that includes their measures might be slightly different, resulting in the divergent pattern of associations with the psychopathy components.

The results of SEM analysis revealed that boldness positively predicted both job satisfaction and affective commitment, suggesting that this psychopathy component accounts for more positive employee's attitudinal responses in the workplace. This result is consistent with the theoretical foundations of the triarchic model of psychopathy, according to which boldness reflects an ability to stay calm under pressure, resilience to stress, and social competence (Patrick et al., 2009), which might manifest in the organizational context in the potentially adaptive or at least less severe work-related outcomes (Neo et al., 2018; Persson & Lilienfeld, 2019; Sutton et al., 2020). As expected, the SEM analysis demonstrated that meanness negatively predicted job satisfaction and affective commitment. These findings are in line with the notion that meanness represents shallow emotional attachment (Venables et al., 2014), which might be reflected in negative job attitudes in the workplace.

However, contrary to the prior expectations, disinhibition positively predicted affective commitment in the SEM analysis. This finding was in line with the value of the partial correlation coefficient between disinhibition and affective commitment when controlling for boldness and meanness, which was statistically significant and positive. The positive relationship between disinhibition and affective commitment in the SEM analysis might reflect the tendency of those high in this psychopathy dimension to form some emotional attachment to the organization in which their norm-violating, negative externalizing behaviors, impulsiveness and a lack of planfulness (c.f., Patrick et al., 2009) are not punished and even tolerated. This result seems to be in line with prior research on dark personalities career choices, which demonstrated that individuals high in psychopathy and other dark traits actively seek and choose specific occupational niches which enable them to function more effectively in the workplace (Jonason et al., 2014). Accordingly, those high in dis-

inhibition might prefer organizations with a less clear structure and fewer rules, enabling them to avoid the negative consequences of their impulse control problems in the working environment. As a result, when employees with higher levels of disinhibition will find such an organization—which might constitute some kind of niche in the working environment—they might be more attached to it. However, future research is needed to verify this assumption.

The results of the SEM analysis also showed that, among job attitudes, only affective commitment positively predicted OCB, implying that this job attitude could serve as a significant mediator in the relationships between psychopathy-related traits and OCB. These findings suggest a key role of affective commitment as a mediating variable in the relationships between psychopathy dimensions and OCB. Thus, the obtained results might reflect the differences in general attachment patterns characteristic to those high in psychopathy-related traits (Craig et al., 2013). The distinct attachment styles among those high in different psychopathy dimensions could translate to differences in affective commitment, which in turn might play a decisive role in unique behavioral manifestations of psychopathy domains in the workplace in the form of OCB.

To sum up, the present study adds to the organizational research on successful psychopathy by proposing the attitudinal mechanisms underlying the relationships between triarchic psychopathy domains and OCB. Nevertheless, there are several limitations of this study that warrant discussion. First, its self-report character precludes the possibility of formulating causal conclusions and might result in a mono-method bias and a social desirability bias. Thus, future research should involve longitudinal designs and include reports of OCB by others, such as coworkers or supervisors, in addition to or instead of self-reports. Secondly, in the present study, OCB was conceptualized as a unidimensional construct, referring solely to the general level of helpful acts in the workplace. Given the various views on OCB, it would be worth investigating the distinct domains of OCB, including OCB directed toward others (interpersonal domain) and OCB directed toward the organization (organizational domain). In addition, as those with high boldness might engage in OCB as a self-presentation tactic, subsequent studies could include measures differentiating OCB's prosocial and impression management motives.

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SUPPLEMENTARY MATERIAL

Factor Loadings in the SEM Analysis

Latent	Indicator	Estimate	SD	z	p	95% CI	
						Lower	Upper
Disinhibition	p2	1.00	0.00			1.00	1.00
	p5	1.05	0.11	9.47	< .001	0.83	1.26
	p8	1.03	0.11	9.72	< .001	0.82	1.24
	p14	1.15	0.10	10.95	< .001	0.94	1.35
	p19	1.01	0.10	10.17	< .001	0.81	1.20
	p23	1.18	0.10	11.39	< .001	0.98	1.39
	p26	1.37	0.11	12.39	< .001	1.16	1.59
	p33	1.07	0.10	10.81	< .001	0.88	1.27
	p37	0.81	0.11	7.41	< .001	0.59	1.02
	p39	1.09	0.09	11.68	< .001	0.90	1.27
	Job satisfaction	-0.60	0.19	-3.22	1.29×10 ⁻³	-0.96	-0.23
Affective commitment	-0.84	0.22	-3.90	< .001	-1.26	-0.42	
OCB	o1	1.00	0.00			1.00	1.00
	o2	1.96	0.35	5.57	< .001	1.27	2.65
	o3	2.11	0.37	5.74	< .001	1.39	2.84
	o4	2.35	0.41	5.78	< .001	1.55	3.14
	o5	2.40	0.41	5.88	< .001	1.60	3.19
	o6	2.21	0.38	5.78	< .001	1.46	2.96
	o7	2.04	0.36	5.64	< .001	1.33	2.74
	o8	2.61	0.44	5.93	< .001	1.74	3.47
	o9	2.78	0.46	5.98	< .001	1.87	3.69
	o10	2.31	0.39	5.86	< .001	1.53	3.08
	o11	2.16	0.38	5.72	< .001	1.42	2.89
	o12	2.33	0.40	5.88	< .001	1.55	3.11
	o13	2.25	0.39	5.78	< .001	1.49	3.02
	o14	2.46	0.43	5.71	< .001	1.62	3.31

Latent	Indicator	Estimate	SD	z	p	95% CI	
						Lower	Upper
Affective commitment	o15	1.93	0.35	5.56	< .001	1.25	2.61
	o16	2.25	0.39	5.74	< .001	1.48	3.02
	o17	2.79	0.46	6.00	< .001	1.88	3.70
	o18	2.57	0.43	5.94	< .001	1.72	3.41
	o19	2.32	0.40	5.76	< .001	1.53	3.11
	o20	2.32	0.40	5.80	< .001	1.54	3.10
	z1	1.00	0.00			1.00	1.00
	z4	1.00	0.06	16.74	< .001	0.89	1.12
	z7	1.00	0.05	18.36	< .001	0.90	1.11
	z9	0.87	0.06	15.60	< .001	0.76	0.98
	z12	0.67	0.06	10.62	< .001	0.54	0.79
	z15	0.84	0.06	14.87	< .001	0.73	0.95
Disinhibition	OCB	0.08	0.02	4.62	< .001	0.05	0.12
	p3	1.00	0.00			1.00	1.00
	p6	1.12	0.17	6.53	< .001	0.79	1.46
	p9	1.04	0.16	6.67	< .001	0.73	1.34
	p11	1.40	0.19	7.42	< .001	1.03	1.77
	p12	1.67	0.21	7.93	< .001	1.26	2.09
	p16	1.44	0.19	7.59	< .001	1.07	1.81
	p20	0.49	0.09	5.55	< .001	0.32	0.66
	p21	1.27	0.18	7.23	< .001	0.93	1.62
	p24	1.39	0.17	8.00	< .001	1.05	1.73
	p27	1.42	0.18	7.82	< .001	1.07	1.78
	p30	1.41	0.19	7.48	< .001	1.04	1.78
p32	0.87	0.16	5.60	< .001	0.57	1.18	
p34	1.25	0.18	6.95	< .001	0.90	1.60	
p36	1.41	0.18	7.74	< .001	1.05	1.77	
p38	1.41	0.19	7.57	< .001	1.04	1.77	
p40	1.20	0.16	7.56	< .001	0.89	1.51	

Latent	Indicator	Estimate	SD	z	p	95% CI	
						Lower	Upper
Job satisfaction	Job satisfaction	0.24	0.21	1.14	0.25	-0.17	0.66
	Affective commitment	0.62	0.25	2.45	0.01	0.12	1.11
	s1	1.00	0.00			1.00	1.00
	s2	1.03	0.06	17.92	< .001	0.92	1.15
	s3	1.06	0.05	19.63	< .001	0.95	1.16
	s4	0.93	0.06	16.30	< .001	0.82	1.04
	s5	1.14	0.07	16.96	< .001	1.01	1.27
Boldness	OCB	2.44×10 ⁻³	0.01	0.19	0.85	-0.02	0.03
	p1	1.00	0.00			1.00	1.00
	p4	1.42	0.17	8.11	< .001	1.07	1.76
	p7	1.18	0.17	7.10	< .001	0.86	1.51
	p10	1.60	0.24	6.64	< .001	1.13	2.07
	p13	1.57	0.19	8.24	< .001	1.20	1.94
	p15	1.14	0.14	7.89	< .001	0.85	1.42
	p17	0.83	0.15	5.53	< .001	0.54	1.12
	p18	1.19	0.16	7.39	< .001	0.88	1.51
	p22	1.28	0.18	7.23	< .001	0.94	1.63
	p25	0.97	0.14	6.76	< .001	0.69	1.25
	p28	1.38	0.17	7.96	< .001	1.04	1.72
	p29	1.58	0.20	7.84	< .001	1.19	1.98
	p31	1.23	0.17	7.17	< .001	0.89	1.56
	p35	0.99	0.15	6.70	< .001	0.70	1.28
	p41	1.42	0.18	7.67	< .001	1.06	1.78
		Job satisfaction	0.94	0.21	4.50	< .001	0.53
	Affective commitment	0.95	0.23	4.08	< .001	0.49	1.41