DARK TETRAD TRAITS, BURNOUT AND WORKPLACE PERFORMANCE IN UNIVERSITY FACULTY

A Research Project

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BS Psychology

By

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SCHOOL OF PROFESSIONAL PSYCHOLOGY

BAHRIA UNIVERSITY, ISLAMABAD CAMPUS

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DECLARATION OF AUTHENTICATION

We Certify that the research work presented in this research project, to the best of my knowledge, is our own. All the sources used, and any help received in the preparation of this thesis has been acknowledged. We hereby declare that we have not submitted this material, either in whole or in part, for any other degree at this or any institution.

Signature (s)

Hajra Hayyat Khan   ——————————

Muqaddas Rafique   ——————————

Zunaira Sumbal   ——————————

DEDICATION

This research is whole heartedly dedicated to our Parents, who has been the source of motivation, and guidance. You have always been the one who taught us to believe in our hard work and have faith that every dark cloud has a silver lining. Secondly, want to dedicate this to our Supervisor Ms Aimen Zafar Butt. Your wisdom, unwavering support, and encouragement were the key ingredients in blowing the flames when we were down. A big thanks to our Two sensational Pillars, Our affectionate parents and Supervisor.

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Thesis Revision Certificate

It is to certify that Hajra Hayyat Khan, Muqaddas Rafique, and Zunaira Sumbal, Enrolment No. 01-171192-093, 01-171192-101, 01-171192-043 respectively, Session Spring 2023 from School of Professional Psychology, Bahria University Islamabad, conducted their undergraduate thesis entitled "Dark Tetrad Trait, Burnout and Workplace performance of University Faculty" under my supervision. They have revised their thesis in the light of the examiners' suggestions, and to my satisfaction. and, to the best of my belief, its standard is appropriate for acceptance. Moreover, this thesis is an excellent work in terms of scope and quality for the award of the degree of BS Psychology.

Dated 3rd July, 2023   Ms. Aimen Zafar Butt

Supervisor

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ABSTRACT

The present study aimed to explore the relationship between Dark Tetrad, Burnout and Workplace performance of university faculty. The data was collected from 250 university teachers of government, semi government and private institutes. Participants included in our study have an age range of 25-60 years. Convenient sampling methodology was used for data collection. Short Dark tetrad, Burnout assessment tool, and Individual workplace performance Questionnaire instruments were used to measure the variables i.e., Dark tetrad, Burnout and Workplace performance. Results showed that there is a significant relation between Dark tetrad traits (except Machiavellianism) and Burnout with workplace performance. Moreover, Burnout mediates the relationship between Dark Tetrad trait and Workplace performance. Furthermore, gender differences were also found which revealed that males have more psychopathic and sadistic traits whereas as females have more psychosomatic complaints. In addition to that, limitations, recommendations for future study and implications were also discussed.

Keywords: Dark tetrad traits, Machiavellianism, Psychopathy, Sadism, Narcissism, Burnout, Workplace performance, Task performance, Contextual performance , Counterproductive work behavior, University Faculty.

INTRODUCTION

Performance is the accomplishment of tasks assigned to an individual. Workplace performance is something that cannot be neglected as it is one of the contributing factors on which the success or failure of any organization lean on. Any role we are in, whether it's a doctor or nurse, teacher or engineer, banker or technician, the organization's failure or success depends on how one performs his or her duty well or complete the tasks that are assigned to them. This workplace performance is influenced by many factors including individuals' own personality traits (dark traits) along with how the organization prioritizes their employees. Campbell (1990) defined performance as behaviors that are relevant to organizational goals. So, individual's behaviors would only be aligned with organizational goals if employee's wellbeing is priority.

Many researchers have explored that workplace performance is directly related to relationship with their higher management. Suknunan et al., (2022) revealed that a positive relationship with management results in an increase in motivation whereas poor performance is observed with negative relationship with management. Moreover, a high level of dissatisfaction among employees was found. (Baluyos et al., 2019) explains that strict supervision from the heads and constant follow up leads towards a decline in satisfaction and teachers should be given the full autonomy to perform tasks. The head's attention should be towards the job security of teachers rather than their performance.

There are researches available that explain the relationship between the Burnout and Performance and explains the relationship between Dark Triad and performance of employees. To best of our knowledge there has never been research that investigates the relationship between Dark Tetrad traits, Burnout and Performance among university faculty in Pakistan. Our study intends to explore the relationship between Dark tetrad, Burnout and Performance in University Faculty.

Personality

Personality is defined as the accumulation of certain characteristics, pattern of thoughts, self-concept, and emotional patterns that distinguish one from other *(APA Dictionary of Psychology, n.d.).* Personality types are numerous in numbers such as Big Five, Dark traits etc. but this study is intended to study Dark personality traits and their impact on Workplace Performance. Dhani, (2017) explains that personality does impact the job performance of the individual. The right person for the right job is significant as it not only enhances the individual's performance but overall increases the productivity of the organization. Personality also shapes the position of the employee in a social circle at workplace which also influences performance (Juda, 2021).

Dark Tetrad Traits

Dark triad is a psychological theory first coined by Paulhus and Williams (2002). This theory consists of three different types of personality traits and all of them are dark because they are considered to have malicious qualities (Williams, 2021). The traits include Machiavellianism, Psychopathy, and Narcissism. Later on, the fourth trait of dark personality Sadism was included in Dark triad which resulted in creation of Dark tetrad (Buckels et al., 2013). The term Dark tetrad refers to two extreme characteristics including extreme selfishness and lack of empathy for others (Lmhc, 2015).

Machiavellianism

The trait Machiavellianism was coined by Machiavelli in his book "The Prince" in 16th century (Towler, 2021). Machiavellians are deceptive cynical, and manipulative personalities (Lmhc, 2015). These personalities lack morality and are selfish in nature. They have natural talent for manipulating others with the aim of benefiting themselves. Lack of empathy is observed in them and the major reason behind is they are less emotionally intelligent. They are not able to understand theirs as well as others' emotions (Petrides et al., 2012).

Grover and Enz, (2005) reveal that at work these personalities lie in order to achieve their objectives and their performance is not up to the mark in those organizations where rules and regulations are strict. Individuals high in Machiavellianism are more likely to be involved in

counterproductive work behavior such as abuse but tend to avoid intense behaviors such as sabotage, and theft, in order to achieve their goals (Amir & Malik, 2016).

Psychopathy

Koch (1888) was the first psychiatrist who used the term psychopathy which derived from German word "psychopastiche" which means suffering soul (Kiehl & Hoffman, 2011). Psychopathy is one of the vicious traits in dark tetrad in which individual lack empathy and they have the ability to show to world entirely opposite to what they actually are. They are cold-hearted personalities with lack of remorse and always indulge themselves in thrill seeking behaviors (Lmhc, 2015). Patrick et al., (2009) explains that psychopathy consists of three phenotypic constructs including Disinhibition, Boldness, and Meanness. Disinhibition means unable to control the impulse and failure to delay the gratification. Meanness refers to shallow emotions, lack of empathy and selfishness. Whereas Boldness refers to high self-confidence, valour, and more risk-taking behavior involvement. These constructs are the etiological and developmental pathways of psychopathic traits.

Genetic and environmental influences indirectly are the cause of psychopathy among individuals. There is no psychopathic gene, but it does run in families and environmental factors includes perinatal factors, smoking, unresponsive parenting. These factors contribute to psychopathic traits but indirectly as they influence certain brain structures that increase the chances of psychopathy (PsychopathyIs, 2023). Morin, (2022) and Coid et al., (2009) discloses that 29% of the general population exhibit psychopathic traits but 0.6% individuals have psychopathy, and it is prevalent among homeless person, prisoners but affects less than 1% of household.

Psychopaths and Psychopathic traits should be distinguished because there might be individuals who do possess certain traits but are not actual psychopaths. Only those individuals with traits who demonstrate anti-social behavior are included in the category of psychopaths. At the workplace psychopaths are pleasing personalities but with staff who are higher in authority whereas abusive to coworkers below in grade. They have the ability to maintain multiple personas. (Lmhc, 2015).

Narcissism

Narcissism refers to inflated self-image, distinct lack of empathy, addiction to fantasy and they possess the ability to take others for granted and exploit them (Rhodewalt, 2023). For the first time the term narcissism was used by Roman poet Ovid's Metamorphoses. Book III of poem contains the story of Narcissus who rejected Echo and in punishment from God he falls in love with his own reflection. Gradually he discovers that to whom he loves, it cannot love him back. Since then, the concept of selfishness was recognized, and it was known as Hubris (Wedge, 2019). Every human being has Narcissistic traits since birth which are considered healthy and normal in child-development, but these are considered as disorder when individual reaches puberty (Freud, 1914).

Narcissists always want positive feedback and manipulate others and compel others to admire their work (Rhodewalt, 2023). They act immaturely and try to be the center of attention. Feelings of superiority, self-love, and self-aggrandizement to gratify their infantile need are highly observed in them (DuBrin, 2012). At the workplace they are usually involved in counterproductive behaviors that would be dangerous for the organization as a whole and for other employees in particular. Wisler et al., (2002) discovers that employees high in narcissism perceive behavior of others as more abusive and threatening than individuals who score low in this trait.

Sadism

The term sadism coined by the German psychologist, Richard von Krafft-Ebing (1890) in his book Psychopathia sexualis (Oosterhuis, 2012). Sadistic personalities are cruel in nature and seek pleasure by making others suffer physically and psychologically (Lmhc, 2015). Greitemeyer, (2019) reveals that every day sadistic prefer to play violent video games as they benefit them emotionally. After playing video games the mood of individuals is positive.

Buckels et al., (2013) explains that sadism is the predictor for cruel behavior. To confirm whether this sadism should be component of dark tetrad or not, Buckels and his colleagues conducted 2 laboratory experiments which includes harm-producing behavior. Firstly, Participants were provided with 3 options in which one was bug-killing that was sadistic in nature and other includes cleaning dirty washrooms and putting their hands in ice bucket, these were non-sadistic in nature. The sadists killed the bug more readily as compared to non-sadist and they reported that they enjoyed it most after killing the bugs. Secondly, participants were instructed to harm an

innocent victim, however the sadist showed the willingness to harm the innocent person. It was concluded that sadism is predictor of cruelty and brutal behavior among individuals and was incorporated into the list of Dark Tetrad traits.

Wang et al., (2022) reveals that workplace performance is affected by negative factors such as sadism and narcissism. Employees and managers are badly affected by the sadism as it leads to workplace incivility. Moreover, it was supposed that emotional intelligence would mediate sadism and workplace incivility, but it has no role in decreasing uncivil behavior in the workplace.

Burnout

The concept of burnout is developed by Freudenberger and Maslach (1970). Freudenberger was working at a free substance clinic and putting in punishing hours. Due to this, he decided to take vacations but working late at night leads to missing flights. He introspected then he identified that he was exhausted and aggressive too. This thing leads him to think about the mental health of other workers at clinic who reported loss of motivation and reduced commitment. So, Freudenberger was the person that brought this word to be used in the working place (Dall'Ora, 2020 & Huffington, 2020). Moreover 85% of UK adults have reported the symptoms of burnout and 46% workers more prone to extreme stress (Mental Health UK, 2022)

According to the World Health Organization, Burnout is a syndrome that occurs due to workplace stress (Abramson, 2022). Maslach conceptualizes the burnout into three components Exhaustion, Depersonalization and Reduced personal accomplishments. Exhaustion refers to emotionally drained and having a cynical outlook (Dall'Ora, 2020). Depersonalization is an indifferent attitude towards work. It features distorted perception of oneself, others and his or her surroundings (Prinz, 2012). Reduced personal accomplishments refers to a decline in competencies to perform at work and negative self-assessment (Dall'Ora, 2020).

Burnout can affect the workers at any profession but according to the correlational meta-analysis of 65 independent studies it reveals that Teachers are more vulnerable to stress and suffer from ineffective coping mechanisms (Montgomery, 2005). Teaching being the most prone occupation to burnout may result in compromise in quality of education as well. According to APA 2021 work and Well-Being Survey, 3 in 5 reported negative impacts of work-related stress,

including lack of motivation 26 %, cognitive weariness 36%, 32% reported emotional exhaustion, and 44% increase in physical fatigue (Abramson, 2022).

Burnout has been affected by many factors, internal and external. Internal includes anxiety, distress, personality, self-esteem, self-efficacy whereas external includes environmental factors such as resources, work-family conflict, and age etc. Anxiety is one of the leading factors that contribute towards the burnout as it causes individual to be exhausted. More specifically for the teachers, if proper support from the institute is available, that could relieve the burnout among them. Self- efficacy, a belief of oneself on his abilities to perform any task efficiently, but if individual has low level of self-efficacy, then this leads to stress that causes hindrance in dealing with challenges and results in Burnout.

Psychological resilience is an ability to act wisely in demanding situations and regulate negative emotions. Low resilience among employees results in unhealthy coping strategies, loneliness and in workplace leads to burnout. Moreover, how an individual values him or herself is also a key factor. Self-esteem is a phenomenon that might lead towards burnout as low self-esteem means that a person lacks confidence in himself and is unable to adapt according to the circumstances in the workplace.

Environmental factors contributing to the burnout includes Lack of resource, resources are the assets necessary for the completion of any task in any field whether in teaching, medical, military etc. but lack of proper resources results in stress that may cause physical or mental illness that eventually results in burnout among employees. Additionally, work-family conflict is also the leading cause of burnout. When there is incompatibility between the work and family roles and demands, it results in life dissatisfaction, stress, anxiety leading towards extreme exhaustion and decline in performance, health, and even personal and occupational relationships (Shimony et al., 2022)

Workplace Performance

Workplace performance is the Input an employee puts in overall productivity of organization (Nini, 2019). It consists of three main components such as task performance, contextual performance, and counterproductive work behavior. Task performance refers to the

responsibilities or the certain behaviors of an employee that results in overall productivity of organization (Villagrasa et al., 2019).

The second dimension of the job performance is contextual performance also known as Citizenship performance. This includes those duties that are other than normal duties that significantly impact the organization's social and psychological environment. The behaviors include helping the co-workers, doing extra work, cooperation with others etc. (Villagrasa et al., 2019 and Diaz-Vilela et al., 2015).

Third dimension is Counterproductive work behaviors including stealing the property of organization, destroying coworkers' property, abuse, harassment etc. that are harmful for the organization as a whole and for coworkers in particular (Zhou, 2018).

There are many factors including traits and those existing in an occupational setting that directly or indirectly affect one's workplace performance. The most important one is the traits of the employee. If an employee lacks confidence or assertiveness, an important variable in workplace that do impacts the performance (The Peak Performance Center, 2021). Caillier, (2014) reveals that role vagueness negatively affects performance whereas it increases when the employees know that their agencies have been sufficiently funded and it spent in the right direction.

HR management theory best explains the phenomenon of the workplace. Employees are the vital assets of any organization and if they are motivated and enthusiastic, their performance increases, which ultimately results in the organization's productivity. Moreover, according to theory of ecological systems by Bronfenbenner (1974), people have a significant relationship with their social, physical environment and this environment has a significant impact on activities performed in a setting. When the working conditions or environment is good, employees devote their time and effort to work that improves their performance (Zhenjing et al., 2022).

Career advancement opportunities if frequently provided to the employee that led to better performance, similarly, work pressure if it's a motivating factor then both variables positively affect the performance of employee (Deeb et al., 2019). Humans being social creations are unable to survive without interaction. If a healthy interaction is not maintained at the workplace with coworkers, having a stressful competition with them affects negatively. To foster these relationships, organizations have to take steps such as decreasing the competition among

employees that leads to stress rather eustress, helpful environment results in better performance DeGarmo Talent Assessment, 2015).

According to Herzberg's Motivation Hygiene (two factor) theory, employee satisfaction has two elements, hygiene, and motivation. Hygiene includes salary, supervision, working conditions, that leads to reduction in employee's dissatisfaction when dealt properly whereas, motivators when present includes achievement, recognition, promotion that makes individual to work with more passion. Thus, it concludes that when hygiene issues are dealt with properly and motivators are also present that results in employee satisfaction which ultimately leads to productivity (Syptak, et al., 1999).

Self Determination Theory explains the relationship between human motivation, functioning and personality. The theory explains that two types of motivations are present that shape one's behavior. According to Deci and Rayn, Intrinsic motivation includes our beliefs, values that internally force us to behave in a particular way. On the other hand, extrinsic motivation includes external rewards such as pay, admiration, promotion (Ackerman, 2023).

The theory explains that humans have 3 psychological needs, which are inherent drivers of motivation including autonomy, it refers to acknowledging person's perspective, one has the independence for innovative work. Competence means perfect skills that would be possible if he is provided with full opportunities to practically implement their knowledge and polish their skills and relatedness means sense of belonging with coworkers, empathetic in nature (*Self-Determination Theory of Motivation - Center for Community Health & Prevention - University of Rochester Medical Center*, n.d.)

Dark Tetrad and Workplace Performance

Dark personalities are the malicious and they do impact individuals in different domains of life. Tetrad includes four different categories and in particular all of them impact the workplace performance of employees, some positively and some negatively depending upon the specific trait.

Dark traits either influence the task performance that how employee in going to perform tasks or it may lead to counterproductive work behavior such as harassment, bullying, damaging the property of organization etc. Psychopathy and Machiavellianism if possessed by someone, they

usually use manipulative strategies to get their task done. They are mostly selfish, lacks empathy and threaten other employees to get themselves attended first (Sarkis, 2019).

Socio analytic theory by Hogan and Shelton (1998) is the best theoretical framework that explains how dark traits impact workplace performance. According to theory humans are motivated by biological needs such as the need for social acceptance and need for status. The more social interaction of individual more helpful for one to get status and acceptance. Social interaction is beneficial as it helps one to pursue their goals. During interaction negotiation among people is highly observed which in result grants status and acceptance. According to theory, our need for acceptance and status leads to behaviors like *get along* and *get ahead* respectively.

Getting along and getting ahead are the important constituents that explain how dark personality impacts performance. Getting along means approval of others and maintenance of relationship whereas getting ahead behavior indicates those actions that advances the individual from the group. Individuals possessing dark traits have more getting ahead behavior as compared to getting along means they are more focused on advancing in an organization rather than building healthy relations, basically they are not good in making good social exchanges (McLarty, 2015). Furthermore, theory argues that social skills are significant for success of individual and feedback from assessment results in awareness which indeed helps the employees to be more successful (R, 2012).

Machiavellians perform their level best in certain settings where getting ahead is positively impacted by manipulations, deception. They tend to show getting ahead behavior rather than getting along in a workplace when performance is rated (McLarty, 2015).

Narcissist focusses on getting ahead by adopting certain tactics or taking bold decisions that sometimes benefit the organization in terms of good results. Research shows that narcissist CEOs of organizations take bold actions that catch the attention and in result benefited the firm (Chatterjee, 2007). And are unable to form healthy social exchange with others which lead to be far behind in getting along behavior (McLarty, 2015).

Psychopaths are likely to engage in getting ahead behaviors such as advances within the group, are selfish in nature, not a perfect team builder and more importantly not good at all in

healthy social exchanges which concludes that they are better in getting ahead behaviors rather than getting along (McLarty, 2015).

Burnout and Workplace performance

Burnout is a syndrome that is because of the stress at occupational setting that individual is not able to manage. This phenomenon has been comprised of three factors such as physical and mental exhaustion, suspiciousness related to one's job and abilities and decreased efficacy (World Health Organization: WHO, 2019). Syndrome causes maladaptation's and maladjustment so is burnout and it results in the decline in productivity of individual at personal as well as occupational level. Personal declines mean that it affects the cognitive functioning of individual and one is not able to handle the pressure, decision making ability is hindered in critical situations, low level of motivation and collectively leads to reduction in efficiency and efficacy. On the professional level the decline in productivity may also be because of personal factors such as lack of motivation which compromise the quality of work done (Laila, 2022). The best theories to explain the relationship between burnout and workplace performance include social exchange theory, social cognitive, demand-resource and theory of emotional contagion.

Social exchange theory developed by Homans (1958) first appeared in essay social behavior as exchange. Theory explains that society, community, are social systems but for understanding the social system individual behaviors should be studied first instead of social structures which are created by humans (Mgugenheim, 2022). The theory assumes social behavior involves exchange of values and pursues social exchange when they get reward. This theory best fits the framework of conceptualizing the impact of Burnout on Workplace performance of employees. Burnout occurs when an employee perceives a lack of justice between efforts made by him and results obtained, so this lack of reciprocity results in emotional exhaustion. In order to avoid this discomfort individuals, opt for depersonalization and cynicism as a coping strategy (Edu-Valsania et al., 2022).

Social cognitive theory puts emphasis on individual's Self-efficacy, self-confidence, and self-concept as it is related to burnout in workplace. Burnout syndrome is triggered when an individual has doubted his competencies in particular or of group as a whole. These circumstances result in efficacy crises. So, this efficacy crisis leads to low professional fulfillment and if it

prevails then emotional exhaustion would occur, and depersonalization would be used as coping mechanism (Edu-Valsania et al., 2022).

According to Demand resource theory by Bakker and Demerouti (2006) burnout is a result of disparity between demands and resources at work. Job demands include certain factors that need physical and mental efforts. Interpersonal conflicts and work overload are the work demands and when these demands exceed mental and physical exhaustion occurs. On the other hand, work resources include physical and psychological aspects of work that reduces the work demand. When demands exceed the resources and the disequilibrium between them maintains overtime then burnout results. Job demands are directly related to burnout, especially exhaustion whereas, if the job resources are presented, depersonalization is minimally used as coping strategy (Edu-Valsania et al., 2022).

Emotional contagion refers to the ability to imitate facial expressions, postures and movements of other people and emotionally converging with them. At the workplace people work in a group so it is possible for them to share different emotions such as happiness, exhaustion, sadness. Therefore, it is considered that burnout occurs in groups as they share beliefs and emotions through interaction. This burnout contagion mostly occurs in teaching and health sectors (Edu-Valsania et al., 2022).`

Literature Review

The aim of the current study is to determine the relationships between Dark Tetrad, Burnout and Workplace Performance. Below mentioned are the studies whose aims are linked with current study:

One study highlighted that dark tetrad traits progressively affect the dimensions of job performance which comprises of task performance, contextual performance, and counterproductive work behavior. The study has sample size of 613 multi-occupational employees. Study reveals that Employees who scores high in narcissism reports better task performance as well as contextual performance, on the other hand Machiavellians do better in task performance only. Whereas Psychopathy and sadism leads to low task performance, moreover sadists are more engaged in counterproductive work behavior (Del Río et al., 2020).

A study by Szabó et al., (2021) comprised of sample of 350 Hungarian working adults reveals that dark triad traits are significantly associated with counterproductive work behavior and corruption than organizational citizenship behavior. The study conducted the regression analysis, and it states that those who have high score in psychopathy are more engaged in counterproductive work behavior and corruption intention whereas Machiavellians predicted only corruption intention. Conclusively participants scoring high in both psychopathy and Machiavellianism readily accepts the corrupt solution.

The study conducted at one of the largest children's hospitals in China, Beijing Children's hospital the aim of the study was to investigate the relationship between dark triad personality, individual counterproductive work behavior (CWB), and organizational behavior. The data were collected by giving paper and pencil questionnaire to 200 physicians who were selected randomly, and 168 participants responded, the response rate was 84%. Regression analysis shows that there is a strong relationship between dark triad personality and counterproductive work behaviors. Machiavellianism was related to both counterproductive work behavior, organizational and interpersonal behavior. Moreover, the results also shows that environment of workplace more specifically commitment, and organizational justice also impacts the behavior of dark personalities (Ying & Cohen, 2018)

Li et al. (2020) explores the effect of dark tetrad personality traits on counterproductive workplace behavior among 400 doctors in Pakistan, with political skills as a moderator in study. It reveals the positive and significant relationship between counterproductive work behavior and dark tetrad traits.

A study conducted on 549 employees of manufacturing company in USA that investigated the effects of dark triad on supervisors rating of task performance and helping behavior of employee. Study reveals that managers rates that those who score high in narcissism and psychopathy are not good task performers and psychopathic employees not always readily helpful to others. Moreover, employees getting not satisfactory performance score might be the biasness of supervisor when they get aware regarding dark traits (Smith et al., 2016).

A two-wave study conducted on 102 employees and their colleagues to investigate whether burnout leads to cognitive functioning failure and whether poor cognitive functioning leads to burnout that ultimately leads to poor workplace performance. The analysis revealed that employees

with poor working memory and cognitive flexibility are more prone to burnout that shows a negative relation between burnout and task performance. The overall result of study was, burnout hinders the proper utilization of the cognitive resources thus resulting in curtailment of high intellectuals functioning hence performance (Lemonaki et al., 2021).

Zaid, (2019) investigated the impact of job burnout on the performance of staff members in university on 500 individuals. The findings of the study explain that 3 dimensions of burnout have varied impact on the performance of employees. Emotional exhaustion presents a greater risk of burnout among workers than depersonalization. Moreover, burnout has been observed differently among genders. Females are at greater risk of being burned-out more specifically personal accomplishment and emotional exhaustion, than males.

A study Investigated the Relationship between Burnout and Job Performance in the Corona Epidemic among Nurses in Urmia. The study participants were mostly females, and it reveals that covid 19 and burnout are directly related as covid 19 is taken as stressor and it significantly leads to burnout. Secondly the performance of medical staff was inverse in relationship to Covid. Conclusively the study reveals that Covid 19 leads to burnout and it has negatively influenced the performance of employees (Johani, et al., 2020).

Another study highlighted the relation between the burnout, job performance and mental workload. Sample size was 144 academia in Turkey. There was a significant negative relationship obtained between burnout and the job performance of employees. Moreover, employees having more mental pressure experienced more burnout and ultimately their job performance declines (Akca & Küçükoğlu, 2020)

Ashtari et al. (2009) from university of Social Welfare and Rehabilitation, Tehran, Iran investigated the relationship between job burnout and job performance on a sample of mental health in Iran. They took the sample of 100 mental health experts from Raazy Psychiatrist center the sample includes nurses, social workers, psychologist, and occupational therapists. The participants were presented with the Burnout Questionnaire including 10 items. The findings of the study suggests that there is significant high level of job burnout in 45.6% of the participants; similarly, 42.5% of the participants have high level of emotional exhaustion and 65.5% of the subjects had experienced high level of depersonalization. In conclusion the findings showed that there is a signification relationship between job burnout and the inability to perform job.

Copkova, (2021) aim is to investigate the relationship Between burnout and Dark Triad traits (Machiavellianism, narcissism, and psychopathy) on vocational technical subject teachers on 241 participants. The results showed that there is a significant relationship between dark triad traits and burnout. The findings showed that psychopathy is the important predictor of burnout. Moreover, the dark triad traits prognosticate 58% of burnout syndromes.

O'Boyle et al. (2012) reviewed the studies of dark personality traits from 1951 – 2011 and they meta analytically examined the inferences of job performance. The sample 245 independents (N= 43,907). The findings conclude that there is a significant relationship between job performance and 2 components of triad that are Machiavellianism and Psychopathy means increase in these two components automatically decrease the job performance. Secondly, the counter work behavior increases with all the 3 components of dark triad.

Rana et al. (2022) explained that narcissism is detrimental to development of burnout in employees. It was conducted on 352 surgeons in Germany. in this study narcissism was measured in two dimensions admiration and rivalry. And findings reveal that person who scored high in admiration predicted high fulfillment and low exhaustion whereas in Rivalry promotes burnout.

One of the research papers consisted of 232 sample size 47% females explored whether dark triad traits and burnout are moderated by resilience and emotional intelligence and the results reveals that secondary psychopathy and Machiavellianism significantly increases the burnout whereas, primary psychopathy resulted in reverse relationship. Moreover, emotional intelligence reduces the effect of dark traits by reducing the burnout (Grover & Furnham, 2021).

The study by (Butler & Syed, 2019) investigated regarding the harmful effect of dark triad traits on individual himself in terms of burnout and on others around him in terms of decline in their overall performance. A sample of 299 entrepreneur-employees participated. SEM model reveals that dark traits of entrepreneur directly result in the burnout among the employees whereas negative relation is observed between dark traits of entrepreneur and the employee's performance. More specifically Machiavellianism and Psychopathy are positively related to burnout whereas decline in performance is observed, whereas narcissist traits do not significantly impact the burnout and performance.

Rationale

Prior studies investigate mostly the Dark triad traits and burnout impact on workplace, doctors, nurses, athletes but solely. Locally these variables were measured on one occupation, either managers, or doctors, but this present study aims to explore the combine impact of Dark Tetrad traits and Burnout among University Faculty performance.

Dark tetrad includes the fourth factor Sadism. Sadistic personalities are those who gain pleasure by inflicting pain on others. The distinctiveness of study is because of its sample as it takes university faculty from different institutes of Rawalpindi and Islamabad. There are gaps in the existing literature specifically in Pakistan that examines the relationship of Dark Tetrad, Burnout and Workplace Performance.

The result of study is a contribution to existing body of knowledge in understanding the certain factors that triggers the burnout which influences the performance and helps the recruitment body to devise certain steps in screening and helping people with certain personality traits that are obstacles in productivity of employees in particular and institute in general.

Objectives

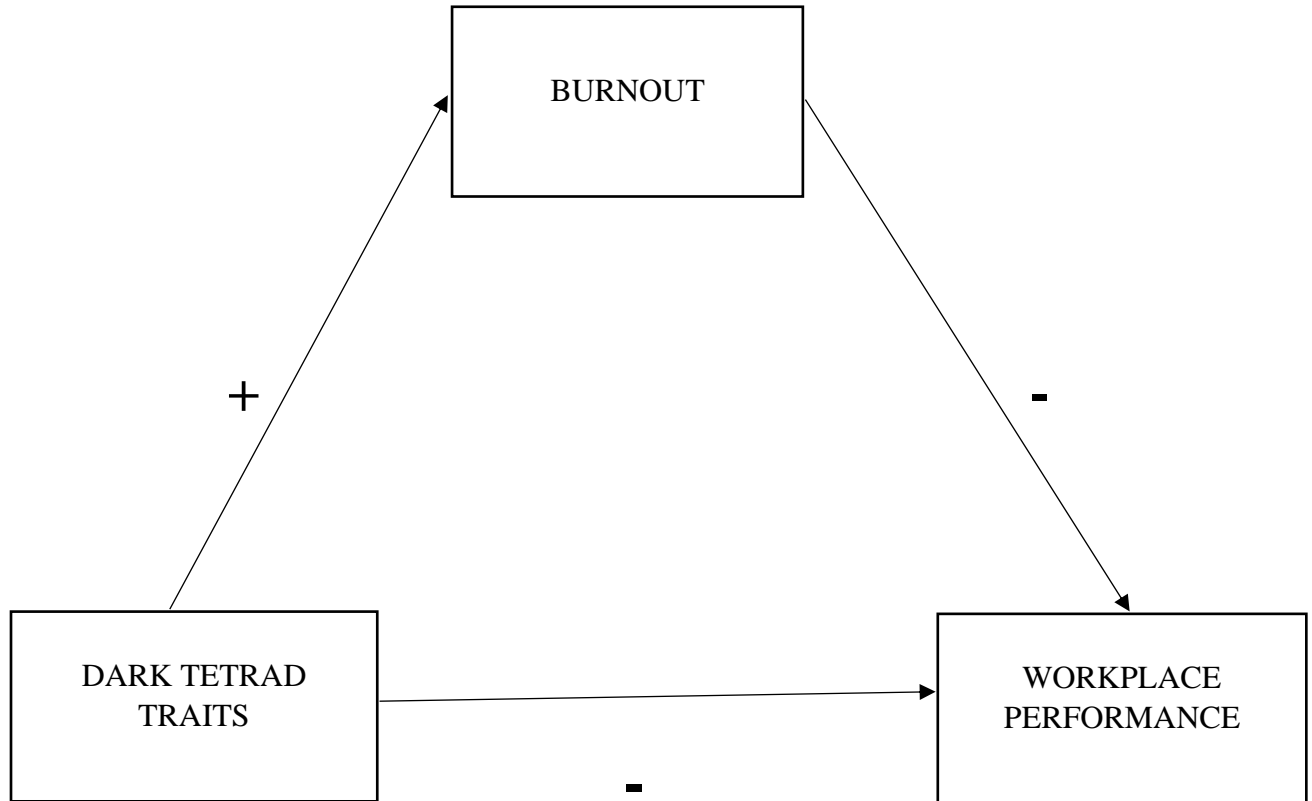The current study aims to measure.

1. To find out the Relationship of Dark Tetrad and Workplace Performance of University Faculty.
2. To find out the relationship between Burnout and University Faculty's performance.
3. To find out the mediating role of Burnout in between Dark Tetrad Traits and Workplace performance.
4. To find out the gender difference among Dark Tetrad, Burnout, and workplace Performance.

Hypothesis

1. There will be a relationship between Dark tetrad traits and Workplace performance of university faculty.

2. There will be a relationship between Burnout and workplace performance of university faculty.

3. Burnout will mediate the relationship between Dark Tetrad traits and Workplace performance of university faculty.

4. There will be a gender difference in Dark tetrad traits, Burnout and Workplace Performance of university faculty

```
                          ┌─────────────────────┐
                          │                     │
                          │      BURNOUT        │
                          │                     │
                          └─────────────────────┘
                        ↗                          ╲
                      ↗                              ↘
          +        ↗                                   ╲        -
                 ↗                                       ↘
               ↗                                           ↘
┌─────────────────────┐                          ┌─────────────────────┐
│                     │                          │                     │
│   DARK TETRAD       │ ──────────────────────→  │    WORKPLACE        │
│     TRAITS          │                          │   PERFORMANCE       │
│                     │            -             │                     │
└─────────────────────┘                          └─────────────────────┘
```

Conceptual Framework

METHOD

Research Design

The research design used in current study is Correlational Research Design, as it aims to find the relationship between Dark Tetrad, Burnout, and workplace performance in University Faculty.

Participants

The present study was conducted on the faculty members of various Universities. The participants are faculty of different universities of Islamabad and Rawalpindi which includes private, government and semi government. Through Convenient sampling technique both male and female are taken as participants. The sample size was 250, calculated by using G-Power. The age range of research participants, according to World Health Organization young age 25 years to 44 years and middle age 44 years to 60 years (View of Age Periods of Human Life, 2017). Adding 6.4% to the estimation brings sample size to 250. Therefore, 250 university faculty members of Rawalpindi Islamabad, participate in this study by completing anonymous surveys in hard form.

Inclusion Criteria

The population for current study is University Faculty of Pakistan. The inclusion criteria are as follows.

1. The respondents of the research study were young 25 years to 44 years, and middle age 44 years to 60 years of age range.
2. The participants include University Faculty, with a minimum of 2 years of working experience.
3. The respondents were University Faculty residing in Islamabad and Rawalpindi.
4. Both male and female participants were included.

Exclusion Criteria

1. The people with any physical disability or mental illness will be excluded from study.
2. University Faculty residing outside of Pakistan were not included in our study.

3. The faculty of Psychology department are excluded from the study to avoid biasness.

Operational Definition

Dark Tetrad Traits

Dark Tetrad refers to a combination of four socially offensive personality variables: Machiavellianism, Narcissism, Psychopathy and Sadism (Paulhus et al., 2021).

Thus, Dark Tetrad comprises of four dimensions Machiavellianism, Narcissism, Psychopathy and Sadism. According to the manual a person who scores high on these dimensions represents that person has more tendency of that particular trait.

Burnout

Burnout is work related state of exhaustion that occurs among employees, characterized by extreme tiredness, reduction in ability to utilize cognitive abilities, emotional impairment, and mental distancing. Along with these four dimensions, depressed mood alongside psychological and psychosomatic symptoms are also observed. It is caused by the imbalance between the demand and the resources available. Moreover, problems of personal life other than work may also lead towards the development of burnout (Schaufeli et al., 2019, p. 30).

Therefore, the person who scores high on the burnout scale is more likely to be burned out.

Workplace Performance

The IWP is " Behaviors that are relevant to the goals of the organization" (Koopmans et al., 2013). The IWPQ is based on the conceptual framework of three dimensions such as Task performance, Contextual Performance and Counter work productive behavior. This framework is based on systematic review and field testing of IWPQ (Koopmans et al., 2013)

Measures

For this research various instruments are used to measure and collect data, it consists of informed consent, demographic sheet, Short dark tetrad (SD4), Burnout assessment tool (BAT) and Individual workplace performance questionnaire (IWPQ).

Informed Consent

Informed consent consists of brief and significant information about our research. Participants were allowed to withdraw at any stage without any penalty. They were informed that all the information collected would be kept confidential and anonymous. Additionally, they were requested to provide accurate information and were assured that it would only be used for academic and research purposes.

Demographic Sheet

The demographic sheet include age, gender, birth order, marital status, family system, number of family members, earning members, education, personal monthly income, family monthly income, current working experience in institute, total working experience, type of institution, relationship with co – workers, relationship with higher management, question about mental and physical illness, socio economic system and family financial system.

Short dark tetrad (SD4) (Paulhus, et al; 2020)

SD4 is 28 item scale, with five- point Likert, from 1-strongly disagree to 5- strongly agree, consisting of 4 subscales. All subscales have acceptable psychometric properties. The coefficient of internal consistency of Machiavellianism Cronbach's α = .76, Narcissism Cronbach's α = 0.80, Psychopathy Cronbach's α = .80, and Sadism Cronbach's α = .81.

Details of subscales are as follows.

Crafty, 1- 7 items measure Machiavellianism
Special, 8-14 items measure Narcissism
Wild, 15-21 items measure Psychopathy
Mean, 22-28 items measure Sadism.

The items can be administered with or without the labels. The labels can be used to give feedback to respondents - much less threatening than the scientific labels (psychopathy, etc.).

Machiavellianism: mean of 1-7

Narcissism: mean of 8-14

Psychopathy: mean of 15-21

Sadism: mean of 22-28

Burnout assessment tool (BAT) (Schaufeli, et al; 2019)

BAT is a five-point Likert scale from 1-never to 5-always, consists of 23 items of core symptoms along with 10 items of secondary symptoms. All scales have excellent internal consistency. The coefficient of internal consistency of core symptoms is Cronbach's **α** = .97 subscales are, Exhaustion Cronbach's **α** = .94, mental distance Cronbach's **α** = .93, emotional impairment Cronbach's **α** = .94, and Cognitive Impairment Cronbach's **α** = .94. For secondary symptoms the internal consistency is .94.

Details of subscales are as follows:

- Core symptoms include 4 subscales.

Exhaustion,1-8 item.

Mental distance,9-13 items.

Emotional impairment, 14-18 item.

Cognitive impairment, 19-23 item.

- Secondary symptoms have 2 subscales.

Psychological complaints, 1- 5 items.

Psychosomatic complaints, 6-10 item.

The average scores on the BAT scales are calculated by adding the scores on all items of a particular subscale and then dividing this sum by the number of items of that scale.

The value of the average scale scores varies from 1 to 5. By adding the scores on all BAT items and dividing the sum by 23, the total score is obtained, which also ranges between 1 and 5. The same procedure is followed for calculating the total score of the 10 secondary symptoms. The higher the score, the more burnout.

Green: If the score is lower than 2.58 then no burnout exists, orange: the score is higher than or equal to 2.59 and less than 3.02, there is a risk of burning out, red: if the score is greater than 3.02 burnout is most likely to occur.

Individual workplace performance questionnaire (IWPQ) **(Koopmans, 2015)**

IWPQ is 18 items, seven-point Likert scales ranging from strongly agree to strongly disagree. The IWPQ reported sound psychometric properties. The coefficient of internal consistency of subscales includes Task performance Cronbach's **α** = 0.78, Contextual performance Cronbach's **α** = 0.85 and Counterproductive workplace behavior Cronbach's **α** = 0.79.

At least 75% of the scale questions have to be completed, to allow valid calculation of a subscale or overall score. This means that for task performance, at least 4 of the 5 questions have to be answered, for contextual performance at least 6 of the 8 questions, and for Counterproductive work behavior at least 4 of the 5 questions. To allow valid calculation of an overall score, all three subscales have to satisfy the above requirements.

It has 3 subscales whose details are as follows.

- Task performance scale,1-5 items
- Contextual performance scale,6-13 items
- Counterproductive workplace behavior,14-18 items

Mean scores on the IWPQ scales can be calculated by adding the scores on the items in the subscale and dividing the sum by the number of items in the subscale. Hence, the IWPQ yields three subscale scores that range between 0 and 4, with higher scores reflecting better work performance.

Procedure

The research was approved and reviewed by the University's Research Committee which comprises of the Research Supervisor and Research coordinator. Secondly, Approval was taken from the authors of the original scales which are used in research study. The permission from different universities was taken for data collection.

Initially the pilot study was conducted on 15 participants through a Questionnaire and reliability of all the scales was good, no problems were encountered by the participants during this regarding measures.

After pilot study the actual data collection begins, data was collected from the participants who are willing, after signing the consent form, demographic sheet was presented that collects the

information regarding age, gender, marital status, if participant have any physical or mental illness, relationships with higher management and co – workers, their current and total working experience and socio-economic system. After that three questionnaire were administered

The participants were presented with consent form first with clear guideline and purpose of the study and also ensuring that this particular study is for educational purpose and all the responses will be confidential and the identity of every participant would be hidden, and they can leave the study at any time if they feel so, as it is solely on voluntary basis. The questionnaire was filled in hard form. Data collection was face to face, to ensure their willingness to give the responses. A total of 5 including consent form, demographic sheet along with 3 scales, were presented to participants.

Around 9 questionnaires were discarded because of mental or physical illness and not meeting the inclusion criteria that includes working experience of minimum 2 years. Hence our study has a sample of 250 university faculty. Data collection went briskly but along with that certain issues were also faced by us in terms of Entry into the institution despite having the proper Letters for collecting the data from the participants. Furthermore, as participants were teachers, they were also mostly unavailable because of their scheduled lectures. After collection data was entered in software called IBM Statistical Package for Social Sciences (SPSS) version 27.0.

Ethical Considerations

- Informed consent was presented to the participants to confirm their willingness to be part of the study. Moreover, to confirm whether they would fall into the criteria of study in terms of age range.

- Confidentiality of study participants was ensured that their responses, identity will be confidential, and all information will be used for educational purposes.

- The actual purpose was mentioned in a consent form, and they were briefed regarding the purpose and objectives of the study.

- The participants have all right to withdraw themselves from the study at any time if they feel so. It is completely voluntary based study, and no penalties would be imposed.

RESULTS

Following the completion of data collection and data entry, Statistical Package for Social Sciences (SPSS-IBM Version 27) was used to conduct statistical analysis. Descriptive statistics were used to compute frequency, mean and percentages for demographic variables. Cronbach Alpha reliability was used to look for the reliability of measures and their subscales. Pearson Product-moment correlation coefficient was used to measure the strength of relationship between variables. Mediation analysis was used to measure whether mediator has a mediating role in variables. The Independent Samples T - Test was used to measure the differences between the two groups.

Table 1

Frequencies and percentage of the demographic characteristics of sample (N= 250)

Demographics	f	(%)
Gender		
Male	127	50.8
Female	123	49.2
Categorical Age		
25-44	198	79.2
44-60	27	10.8
Marital status		
Single	72	28.8
Married	174	69.6
Divorced	4	1.6
Family System		
Joint	122	48.8
Nuclear	127	50.8
Education		
BS	2	0.8
LLM	5	2.0
MA	2	0.8
MBA	3	1.2
Mphil	43	17.2
MS	85	34.0
PhD	109	43.6
Organization type		
Private	50	20.0
Government	58	23.2
semi-government	141	56.4
Relationship with Co-workers		
very satisfied	83	33.2

Satisfied	143	57.2
Neutral	22	8.8
very dissatisfied	1	.4
Satisfaction with Higher management		
Yes	179	71.6
No	70	28.0
Socioeconomic Status		
lower class	4	1.6
middle class	227	90.8
upper class	16	6.4

The above table represents the demographic characteristics of the sample. The sample of our study was university faculty teaching in different universities of Islamabad and Rawalpindi. Out of the total 250 participants 50.8% of them were males and 49.2% were females indicating an equal distribution of both the sexes. Out of 250 participants 79.2% were individuals in the category of 25 – 44 years whereas, 10.8% in 44 – 60 years.28.8% of participants were single, 69.9% were married and about 1.6% were divorced. The family system of the participants shows that 48.8% of the participants belonged to joint family and about 50.8 belonged to nuclear family system. The majority, 43.6% of the participants were PhD graduates, and 34.0% faculty were MS graduates. 56.4% of participants belonged to semi – government institute whereas, 23.2% and 20.0% participants were from government and private institutes respectively. Additionally, 57.2% participants reported satisfied relationship with their co- workers, while 33.2% participants had a very satisfied relationship with their co – workers. 8.8% of participants had neutral relationship with their co-workers and about .4% had very dissatisfied co – worker relationship. 71.6% of the population reported a satisfied relationship with higher management and about 28.0% reported that they are not satisfied with their higher management. Socio economic status of the participants showed that 90.8% of the population belonged to the middle class. On the other hand, 6.4% and about 1.6% of the population belonged to upper and lower class subsequently.

Table 2

Descriptive and Reliability Analysis of Dark Tetrad, Burnout and IWPQ (N-250)

Scale	No. of items	Mean	SD	Range		α
				Minimum	Maximum	
Mach	7	22.46	5.80	1	11	0.48
Narc	7	21.77	4.42	1.4	5	0.79
PsyPath	7	14.59	5.01	1	4.3	0.82
Sad	7	12.37	4.94	1	4.3	0.84
BATExt	8	21.06	5.68	1	4.6	0.86
MenDis	5	11.05	3.99	1	4.4	0.78
CogImp	5	10.18	3.67	1	4.6	0.83
EmoImp	5	9.39	4.27	1	8.8	0.69
SecPsych	5	11.84	3.96	1	5	0.79
SecPsySom	5	10.93	3.66	1	4.2	0.76
BATTotal	33	74.45	19.44	1	4.48	0.92
TaskPer	5	12.46	4.47	0	4	0.90
ContextPer	8	20.29	6.53	0.6	4	0.88
CWB	5	3.72	3.81	0	4	0.84

Note: Mach: Machiavellianism, Narc: Narcissism, PsyPath: Psychopathy, Sad: Sadism, BATExt: Burnout Assesment Tool Exhaustion, MenDis: Mental Distance, CogImp: Cognitive Impairment, EmoImp: Emotional Impairment, SecPsych: secondary psychological complaints, SecPsySom: secondary psycho somatic complaints, BATtotal: Burnout Assesment Tool total, TaskPer: Task Performance, ContextPer: Contextual Performance, CWB: Counterproductive Work Behavior.

Table 2 shows the Psychometric properties of Dark Tetrad, Burnout and IWPQ scale and respective subscales. The Cronbach alpha of three of the subscales of Dark tetrad i.e. Narcissism , psychopathy, and sadism are good   (0.79, 0.82, 0.84) respectively which indicates the good internal consistency. Except for the one subscale Machiavellianism whose reliability is low (0.48). For the BAT wholescale, the alpha is High (0.92) a high internal consistency along with good reliability of subscales such as Exhaustion(0.86), Mental Distance (0.78), Cognitive Impairment (0.83), Emotional Impairment (0.69) Secondary Psychological (0.79) and Secondary Psychosomatic (0.76).   Similarly, for subscales of IWPQ all subscales have high internal

consistency as the Cronbach alpha of Task performance, Contextual performance and counterwork behavior are 0.90, 0.88, 0.84 respectively. Conclusively all the measures used in research have Good internal consistency except the subscale of Dark Tetrad, Machiavellianism.

TABLE 3

BAT cut off.(N=250)

SCALE	f	%
BAT CUTTOFF		
0	179	71.6
1	46	18.4
2	25	10

Note: 0: Green; 1: orange; 2: red. Green: no burnout, Orange; Risk of burnout, Red; Burnout exists.

The table illustrates that out of 250 individuals who participated in study 71.6% participants do not have burnout because they score below 2.58, 18.4% (orange) are at risk of burnout as score is greater than 2.59 and lesser than 3.02, whereas 10% (Red) are burned out. Scoring greater than 3.02.

Table 4

Pearson Product Moment correlation analysis between Dark tetrad, Burnout and IWPQ, (N= 250).

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Mach	-	0.27**	0.19**	0.13*	0.06	0.09	0.06	0.08	0.17**	0.09	0.09	0.06	0.03	0.10
2. Narc		-	0.18**	0.15*	-0.06	0.12	0.04	-0.00	-0.08	-0.02	0.02	0.12*	0.24**	0.17**
3. PsyPath			-	0.48**	0.22**	0.28**	0.39**	0.44**	0.26**	0.22**	0.40**	-0.20**	-0.18**	0.34**
4. Sad				-	0.12	0.27**	0.34**	0.40**	0.22**	0.09	0.33**	-0.13*	-0.17	0.37**
5. BATExt					-	0.55**	0.54**	0.42**	0.59**	0.53**	0.82**	-0.29**	-0.20**	0.24**
6. MenDis						-	0.61**	0.51**	0.44**	0.34**	0.81**	-0.29**	-0.18**	0.38**
7. CogImp							-	0.58**	0.54**	0.40**	0.82**	-0.46**	-0.27**	0.38**
8. EmoImp								-	0.57**	0.38**	0.77**	-0.29**	-0.26**	0.35**
9. SecPsych									-	0.64**	0.67**	-0.35**	-0.23**	0.22**
10. SecPsySom										-	0.53**	-0.29**	-0.18**	0.12
11. BATtotal											-	-0.41**	-0.13**	0.41**
12. TaskPer												-	0.56**	-0.19**
13. ContextPer													-	-0.08
14. CWB														-

Note: *p<.05, **p<.01; Mach: Machiavellianism, Narc: Narcissism, PsyPath: Psychopathy, Sad: Sadism, BATExt: Burnout Assesment Tool Exhaustion, MenDis: Mental Distance, CogImp: Cognitive Impairment, EmoImp: Emotional Impairment, SecPsych: secondary psychological complaints, SecPsySom: secondary psycho somatic complaints: , BATtotal: Burnout Assesment Tool total, TaskPer: Task Performance, ContextPer: Contextual Performance, CWB: Counterproductive Work Behavior.

Table 4 illustrates the Pearson Moment Correlation analysis between Dark tetrad, Burnout and IWPQ. The ** in the table shows the significance level, which is 0.01, indicating that 99% of the data is accurate. All subscales of Dark tetrad are highly co-related with each other. The subscale Machiavellianism and Narcissism both are not co-related with Subscales of BAT and wholescale. Whereas the other two subscale of Dark tetrad i.e., Sadism and Psychopathy have Positive significant relations with subscales of BAT(Exhaustion, Mental Distance, Cognitive Impairment, Emotional impairment, Secondary psychological and Secondary psychosomatic) indicating as presence of sadism and psychopathy results in Burnout among faculty. Moreover, all the subscales of Dark tetrad have significant relation with subscales of IWPQ except Machiavellianism. Narcissism has a positive relationship whereas Sadism and Psychopathy have a negative relationship. This indicates that the more Narcistic personalities would be better the performance whereas the more sadistic and Psychopathic personalities the decline in performance will be observed. The subscales of BAT wholescale have significant relation with each other. And they share a positive Significant relation with Task performance and Contextual performance and negative relation with Counterwork productive behavior , the subscales if IWPQ wholescale.

Mediation analysis

It was hypothesized that Burnout will mediate the relationship between the Dark tetrad trait and workplace performance among university faculty. Mediation analysis was carried out, using PROCESS macro v4.3, (Hayes, 2023). See table 5, 6, 7, and 8.

Table 5

Direct effect of Dark Tetrad Traits, Burnout and Workplace Performance among University Faculty. (N=250)

| | Mediator | | Outcome | | | | | |
| | Burnout | | Task performance | | Contextual Performance | | Counterwork productive behavior | |
Predictor	β	SE	β	SE	β	SE	β	SE
Machiavellianism	.09	.05	.09	.06	.06	.06	.07	.05
Narcissism	.02	.06	.13	.08	.24***	.08	.16	.07
Psychopathy	.40***	.05	-.04	.08	-.08	.08	.21	.07
Sadism	.33***	.05	.01	.08	-.02	.08	.26***	.06
Burnout			-.41***	.09	-.28***	.09	.32***	.07
R^2	.19		.19		.15		.25	
F	14.57**		11.50**		8.66**		16.13**	

Note: β = standardized regression coefficient, SE= standard error

The results of direct effect showed that Machiavellianism non significantly predicted the Burnout, Task performance, Contextual performance, and Counterproductive work behavior. Whereas Narcissism significantly positively predicted Contextual performance whereas non significantly predicts the Burnout, Task performance, and Counterproductive work behavior. Furthermore, Psychopathy significantly predicted Burnout and non-significantly predicted the Task performance, Contextual performance, and Counterproductive work behavior., and Sadism significantly positively predicted the Burnout and Counterproductive work behavior and non-significantly predicted the Task performance, and Contextual performance. Additionally, Burnout significantly Positively mediate the relationship with counterproductive work behavior and significantly negatively mediated the relationship between task performance and contextual performance.

Table 6

Indirect Effect of Burn out between Dark Tetrad traits(Machiavellianism, Narcissism, Psychopathy, Sadism) and Task performance. (N=250)

Predictors	β	BootSE	95%BootCI BootLL	BootUL
Machiavellianism	-.04	.03	-.11	.01
Narcissism	-.01	.03	-.06	.05
Psychopathy	-.16	.03	-.22	-.10
Sadism	-.14	.04	-.21	-.07

Note: BootSE=Bootstrap Standard Error, BootCI=Bootstrap Confidential Interval, BootLL=Bootstrap Lower Limit, BootUL=Bootstrap Upper Limit

Indirect effects showed that Psychopathy and Sadism were found to be significant mediators between Dark tetrad traits and Workplace performance. The results indicated that increase in Dark tetrad traits (psychopathy, sadism) tend to increase the Burnout, while increase in burnout results in decrease in Task performance.

Table 7

Indirect Effect of Burn out between Dark Tetrad traits(Machiavellianism, Narcissism, Psychopathy, Sadism) and Contextual Performance (N=250)

			95%BootCI	
Predictors	*β*	*BootSE*	*BootLL*	*BootUL*
Machiavellianism	-.03	.22	-.08	.01
Narcissism	-.01	.02	-.04	.04
Psychopathy	-.10	.03	-.16	-.05
Sadism	-.09	.03	-.15	-.04

Note: BootSE=Bootstrap Standard Error, BootCI=Bootstrap Confidential Interval, BootLL=Bootstrap Lower Limit, BootUL=Bootstrap Upper Limit

Indirect effects showed that   psychopathy and sadism were found to be significant mediator between Dark tetrad traits (psychopathy and sadism)and Contextual performance. The results indicated that increase in dark tetrad traits (psychopathy and sadism) tend to increase the burnout, while increase in burnout results in decrease in contextual performance.
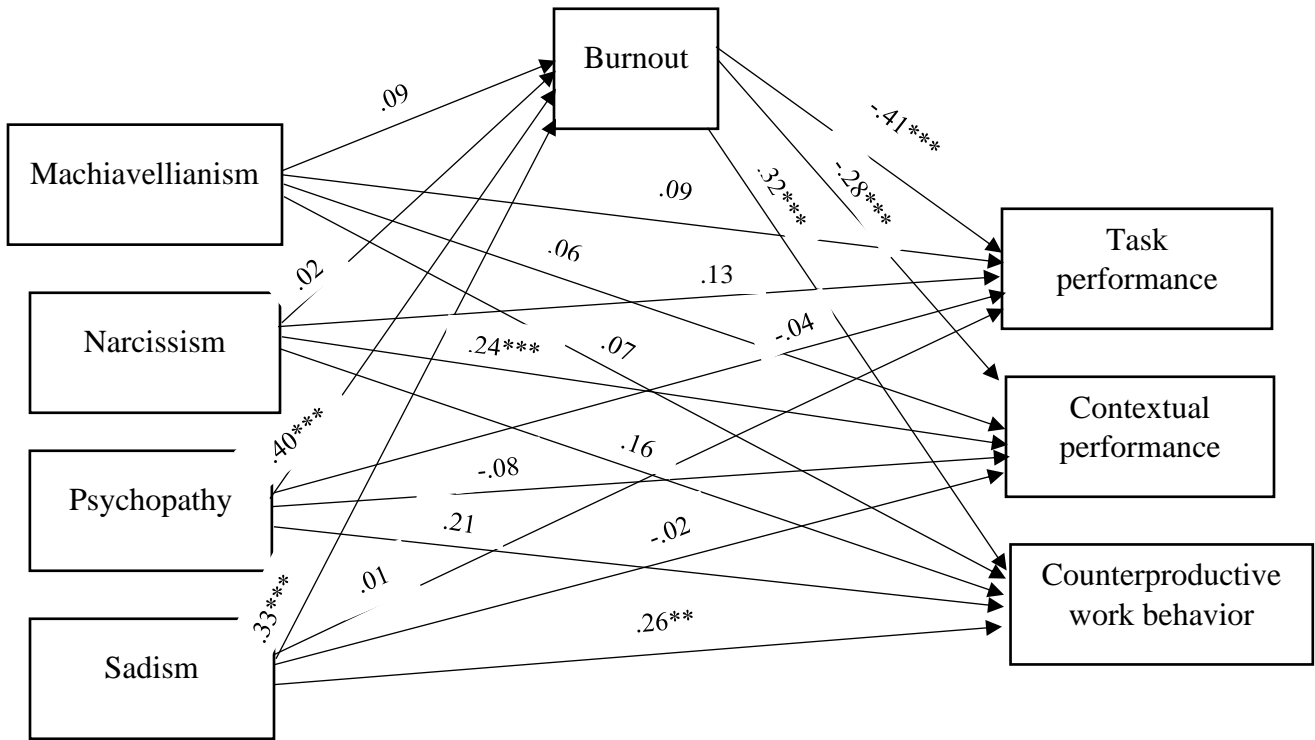
Table 8

Indirect Effect of Burn out between Dark tetrad traits(Machiavellianism, Narcissism, Psychopathy, Sadism) and Counterproductive Work Behavior (N=250)

			95%BootCI	
Predictors	*β*	*BootSE*	*BootLL*	*BootUL*
Machiavellianism	.04	.03	-.01	.11
Narcissism	.01	.03	-.05	.07
Psychopathy	.13	.03	.07	.20
Sadism	.12	.04	.05	.18

Note: BootSE=Bootstrap Standard Error, BootCI=Bootstrap Confidential Interval, BootLL=Bootstrap Lower Limit, BootUL=Bootstrap Upper Limit, CWB= counterproductive work behavior.

Indirect effects showed that dark tetrad traits (psychopathy and sadism) are significant mediators between Dark tetrad traits (psychopathy and sadism) and counterproductive work behavior. The results indicated that increase in dark tetrad traits (psychopathy and sadism) tend to increase the burnout and increase in burnout tend to increase the Counterproductive work behavior.

Machiavellianism

Narcissism

Psychopathy

Sadism

Burnout

Task performance

Contextual performance

Counterproductive work behavior

.09

.02

.40***

.33***

.09

.06

.24***

-.08

.21

.01

.13

.07

.16

-.02

.32***

-.28***

-.41***

-.04

.26**

Statistical Model

Table 9

Independent sample t-test analysis between Gender on the variables of Dark Tetrad, Burnout and IWPQ. (N=250)

Variables	Males (N=127)		Females (N=123)		t	p	LL	UL	Cohen's d
	M	SD	M	SD					
Mach	3.19	0.69	3.23	0.95	-0.34	0.73	-0.34	0.17	
Narc	3.12	0.65	3.09	0.61	0.29	0.78	-0.13	0.18	
PsyPath	2.17	0.75	1.20	0.67	1.94	0.05	-0.00	0.35	0.71
Sad	1.95	0.75	1.58	0.60	4.36	0.00	0.21	0.55	0.68
BATExt	2.56	0.73	2.71	0.68	-1.62	0.10	-0.32	0.03	
MenDis	2.29	0.82	2.13	0.77	1.57	0.11	-0.40	0.36	
CogImp	2.11	0.82	1.96	0.63	1.60	0.11	-0.03	0.33	
EmoImp	1.94	0.81	1.82	0.89	1.07	0.28	-0.09	0.33	
SecPsych	2.30	0.85	2.44	0.72	-1.33	0.18	-0.33	0.06	
SecPsySom	2.08	0.73	2.29	0.72	-2.33	0.02	-0.40	-0.03	0.73
BATtotal	2.27	0.68	2.23	0.55	0.53	0.60	-0.11	0.20	
TaskPer	2.39	0.92	2.60	0.86	-1.80	0.07	-0.43	0.019	
ContextPer	2.53	0.83	2.54	0.81	-0.14	0.90	-0.22	0.19	
CWB	0.79	0.83	0.69	0.68	1.03	0.30	-0.09	0.29	

Note: Mach: Machiavellianism, Narc: Narcissism, PsyPath: Psychopathy, Sad: Sadism, BATExt: Burnout Assesment Tool Exhaustion, MenDis: Mental Distance, CogImp: Cognitive Impairment, EmoImp: Emotional Impairment, SecPsych: secondary psychological complaints, SecPsySom: secondary psycho somatic complaints, BATtotal: Burnout Assesment Tool total, TaskPer: Task Performance, ContextPer: Contextual Performance, CWB: Counterproductive Work Behavior.

The table represents the Independent Sample T Test. It was hypothesized in our research that there would be the difference between males (127) and females (123) in term of Dark Tetrad, Burnout, and Workplace Performance among University Faculty.

The significant values in the above table are of Psychopathy (p=0.05), Sadism (p=0.001) and Psycho somatic complaints (p=0.02), the subscale of BAT. These values indicate a significant difference in psychopathy, sadism, and psychosomatic complaints among males and females. Males (mean=2.17) are high in psychopathy than females (mean=1.20) . Similarly, for Sadism, it

shows Males have more as compared to females as mean of males (1.95) is greater than that of females (1.58). Moreover, Secondary psychosomatic complaints are more among females as compared to males because females mean 2.29 is greater than males 2.08.

Table 10

Independent sample t-test analysis between family system on the variables of Dark Tetrad, Burnout and IWPQ (N=250)

| Variable | Nuclear (N=127) | | Joint (N=122) | | t | p | 95% CI | | Cohen's d |
	M	SD	M	SD			LL	UP	
Mach	3.22	0.94	3.20	0.70	0.15	0.88	-0.19	0.22	
Narc	3.04	0.63	3.18	0.63	-1.74	0.08	-0.30	0.02	
PsyPath	2.06	0.70	2.11	0.74	-0.57	0.57	-0.23	0.13	
Sad	1.68	0.65	1.85	0.76	-1.89	0.06	-0.34	0.01	
BATExt	2.67	0.73	2.60	0.69	0.72	0.47	-0.11	0.24	
MenDis	2.17	0.79	2.25	0.81	-0.80	0.42	-0.28	0.12	
CogImp	1.99	0.70	2.09	0.77	-1.10	0.27	-0.29	0.08	
EmoImp	1.89	0.89	1.87	0.82	0.24	0.81	-0.19	0.24	
SecPsych	2.46	0.72	2.28	0.85	1.85	0.06	-0.01	0.38	
SecPsySom	2.21	0.69	2.17	0.78	0.47	0.63	-0.14	0.23	
BATtotal	2.24	0.61	2.25	0.63	-0.15	0.88	-0.17	0.14	
TaskPer	2.52	0.82	2.47	0.97	0.42	0.67	-0.18	0.27	
ContextPer	2.51	0.83	2.57	0.81	-0.51	0.61	-0.26	0.15	
CWB	0.84	0.84	0.65	0.66	2.00	0.04	0.00	0.38	0.76

Note: Mach: Machiavellianism, Narc: Narcissism, PsyPath: Psychopathy, Sad: Sadism, BATExt: Burnout Assesment Tool Exhaustion, MenDis: Mental Distance, CogImp: Cognitive Impairment, EmoImp: Emotional Impairment, SecPsych: secondary psychological complaints, SecPsySom: secondary psycho somatic complaints, BATtotal: Burnout Assesment Tool total, TaskPer: Task Performance, ContextPer: Contextual Performance, CWB: Counterproductive Work Behavior.

In the table above the only significant value is Counterproductive Work Behavior, the subscale of IWPQ scale. The significant values indicate that there is a significant difference observed in faculty members who belong to joint family system as compared to those from nuclear system. The individuals from nuclear family system are more engaged in counterwork behaviors as compared to those who live in joint family system. Because the mean of nuclear (0.84) ones is greater as compared to joint system(0.65).

DISCUSSION

The aim of the current study was to find the relationship between 1) Dark tetrad and workplace performance 2) relationship between Burnout and workplace performance 3) Burnout will mediate the relationship between Dark Tetrad Trait and workplace performance. Additionally, the present study aimed to investigate the gender differences in terms of Dark tetrad, Burnout, and Workplace performance. Different analyses were performed to test these hypotheses.

The first hypothesis of the present study was that there will be a relationship between Dark tetrad and Workplace performance of university Faculty. From the four dimensions of Dark tetrad, hypothesis has been supported by present study (see table 4) except Machiavellianism which is not significantly correlated with Workplace performance. This has been confirmed by the literature that individuals score high in narcissism report better task performance as well as contextual performance (Del Rio et al., 2020), moreover they also engaged in Counterwork productive behavior (*Why Are Narcissists Promoted in Their Jobs? | SPSP*, 2021). Whereas Psychopathy and Sadism leads to low task performance and contextual performance and increase in counterwork productive behavior (Del Rio et al., 2020).

The second hypothesis of the study was that there is likely to be a significant relationship between Burnout and workplace performance. The hypothesis has been supported by the results (see table 4). Results represent a positive correlation with dimensions of burnout that include Exhaustion, mental distance, cognitive impairment, emotional impairment, and secondary symptoms have negative correlation with workplace Task and Contextual performance. This has been supported by a large body of literature. A study by (Ashtari et al., 2009) suggests that there is a significant relation between burnout and performance as 42.5% of individuals of study reported emotional exhaustion, 65.5% depersonalization. Lemonaki et al., (2021) revealed that employes with poor cognitive functioning or poor cognitive flexibility are more vulnerable to burnout and hence decline in overall performance. Furthermore, the results illustrate a positive significant correlation between Burnout and counterproductive work behavior, and it was also supported by the other earlier studies. (Makhdoom et al., 2019 & Lubbadeh, 2021) revealed that exhaustion and

depersonalization and reduced personal accomplishment significantly enhances the counterwork productive behaviors among individuals.

The third hypothesis was that Burnout will mediate the relationship between Dark Tetrad Traits and workplace performance of university faculty. The result of our hypothesis reveals that burnout significantly positively mediates the relationship with counterproductive work behavior and significantly negatively mediated the relationship between task performance and contextual performance . This has been supported by the literature as result of study (Kim et al., 2017) revealed that burnout does have the mediating effect on association between job level and task performance. Moreover, a study by (Koon & Pun, 2017) revealed that high job demands lead to exhaustion, resulting in a reduction in job satisfaction which in return increases workplace incivility. This particular literature is supporting our result that includes burnout significantly positively mediating the relationship with counterproductive work behavior. Additionally, this hypothesis has been supported by another study (Butler & Syed, 2019) revealed that entrepreneur dark triad are positively related to burnout whereas negatively to the performance, and Burnout mediate the relationship between workload and employee performance (Purwanti et al., 2022).

The fourth hypothesis was that there will be a significant gender difference in dark tetrad, burnout, and workplace performance. Our results indicates that males scored high in Dark tetrad especially in psychopathy and sadism as compared to females (see table 9), and this has been seconded by (Lauren et al., 2019) that males express higher psychopathy than females Whereas, females have more psychosomatic complaints, the dimension of burnout. This has been supported by literature, result of study (Redondo-Flórez et al., 2020) seconds our hypothesis. It revealed that female professors tend to have burnout syndrome more than males and more specifically faces the physical symptom and have more emotional exhaustion.

Conclusion

The current study aimed to explore the relation between Dark Tetrad, Burnout, and Workplace Performance. It also aimed to examine the mediating role of burnout between Dark Tetrad Traits and workplace performance. Additionally, it also investigates the gender differences in light of Dark Tetrad, Burnout and Workplace Performance. Results of current study revealed that Dark Tetrad traits except Machiavellianism and Burnout have significant relationship with workplace performance. Moreover, the dependent variable (workplace performance) has three

dimensions i.e., task performance, contextual performance, and counterproductive work behavior. Mediations analysis revealed that burnout does mediate between dark tetrad traits and performance as burnout positively mediated Counterproductive work behavior and negatively with task performance and contextual performance. Gender differences revealed that Males possess more of Psychopathic and sadistic traits whereas Females have more psychosomatic complaints. Furthermore, the present study results showed that 71.6% do not have burnout whereas 18.4% are at risk and 10% are burned out.

Limitation and future recommendations

The questions asked by the participants were personal, so there is a possibility that participants might not have provided honest answers. Secondly, the questionnaire was lengthy, so it was a time-consuming process.

The questionnaire, especially SD4 scale, has some tricky questions which make the participants a bit conscious. They were curious to know about what was being measured.

The present study was conducted specifically on University Faculty, so it is recommended that future researchers research on different organizations which include doctors, nurses, lawyers, and college and school Faculty.

The generalizability of the results is limited as individual differences exist, which might affect the results of the study. The convenient sampling technique was used while collecting data. But the results cannot be generalized to other populations i.e., doctors, nurses, lawyers, multinational organizations employees, school, and college faculty.

Implications

The results of our study contribute to uplifting the stigma associated with dark tetrad traits in terms of our study has revealed that performance is enhanced. i.e., as in (Table 4) it indicates that narcissism and task performance are significantly positively related.

Secondly, results of study help the institutes to have the proper policies in which wellbeing of their employees should be prioritized over the work, because work life balance is very necessary to have a productive employee.

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APPENDICES

APPENDIX- A

M Gmail   **Hajra Hayyat Khan <hajrahk98@gmail.com>**

Permission for Using Short Dark Tetrad (SD4)
3 messages

Hajra Hayyat Khan <hajrahk98@gmail.com>   30 November 2022 at 16:28
To: dpaulhus@psych.ubc.ca
Cc: aimen.buic@bahria.edu.pk

Dear Sir,

       Hope you are doing well. I am Hajra Hayyat Khan, student of BS Psychology, semester 7 at Bahria University, Islamabad, Pakistan. As a part of my final year thesis, I am currently working on a Research Project (non-funded) along with my group members (Zunaira Sumbal , Muqaddas Rafique) under the supervision of (Ms. Aimen Zafar Butt, Lecturer) at Bahria University, Islamabad. My research study is titled **"Effects of Dark Triad Personality and Burnout on the performance of employees"**. For this purpose, I found the tool **"Short Dark tetrad (SD4) "** developed by Paulhus, D. L., Buckels, E. E., Trapnell, P. D., & Jones, D. N. (2021). Screening for dark personalities: The Short Dark Tetrad (SD4). European Journal of Psychological Assessment, 37(3), 208–222 very relevant and effective for the current research project. I would like to request permission to use this tool for the current research project and to get the original scale. I would be extremely grateful for this act of kindness. Due to time constraints, it is sincerely requested that you respond as soon as possible.

Thank you in anticipation, and I look forward to hearing from you soon.

Regards,
Hajra Hayyat khan

Paulhus, Delroy <dpaulhus@psych.ubc.ca>   30 November 2022 at 17:01
To: Hajra Hayyat Khan <hajrahk98@gmail.com>

Here is the article and the scale.

You have my permission to use.

dp

From: Hajra Hayyat Khan [mailto:hajrahk98@gmail.com]
Sent: November 30, 2022 3:29 AM
To: Paulhus, Delroy <dpaulhus@psych.ubc.ca>
Cc: aimen.buic@bahria.edu.pk
Subject: Permission for Using Short Dark Tetrad (SD4)

M Gmail

Hajra Hayyat Khan <hajrahk98@gmail.com>

Permission for Using Individual Work Performance Questionnaire (IWPQ)

3 messages

Hajra Hayyat Khan <hajrahk98@gmail.com>   30 November 2022 at 20:31
To: "linda.koopmans@tno.nl" <linda.koopmans@tno.nl>
Cc: aimen.buic@bahria.edu.pk

Dear Madam,

      Hope you are doing well. I am Hajra Hayyat Khan, student of BS Psychology, semester 7 at Bahria University, Islamabad, Pakistan. As a part of my final year thesis, I am currently working on a Research Project (non-funded) along with my group members (Zunaira Sumbal , Muqaddas Rafique) under the supervision of (Ms. Aimen Zafar Butt, Lecturer) at Bahria University, Islamabad. My research study is titled **"Effects of Dark Triad Personality and Burnout on the performance of employees"**. For this purpose, I found your scale **"Individual Work Performance Questionnaire (IWPQ) "** developed by Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., van Buuren, S., van der Beek, A. J., & de Vet, H. C. W. (2014), very relevant and effective for the current research project. I would like to request permission to use this tool for the current research project and to get the original scale. I would be extremely grateful for this act of kindness. Due to time constraints, it is sincerely requested that you respond as soon as possible.

Thank you in anticipation, and I look forward to hearing from you soon.

Regards,
Hajra Hayyat khan

Koopmans, L. (Linda) <linda.koopmans@tno.nl>   16 December 2022 at 14:15
To: Hajra Hayyat Khan <hajrahk98@gmail.com>
Cc: "aimen.buic@bahria.edu.pk" <aimen.buic@bahria.edu.pk>

Thank you for your e-mail. You have my permission to use the IWPQ in your research. Please find the manual of the IWPQ attached, which includes the 18-item questionnaire and scoring instructions.

Kind regards,

Dr. Linda Koopmans

[Quoted text hidden]

This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message. TNO accepts no liability for the content of this e-mail, for the manner in which you use it and for damage of any kind resulting from the risks inherent to the electronic transmission of messages.

📄 **IWPQ English manual - August 2015.pdf**
560K

Hajra Hayyat Khan <hajrahk98@gmail.com>   16 December 2022 at 14:28
To: "Koopmans, L. (Linda)" <linda.koopmans@tno.nl>

I appreciate the quick response from your side and thank you for the permission to use the scale.

Regards,
Hajra Hayyat Khan

M Gmail   Hajra Hayyat Khan <hajrahk98@gmail.com>

Permission for Using Burnout Assessment Tool (BAT)
3 messages

Hajra Hayyat Khan <hajrahk98@gmail.com>   30 November 2022 at 18:09
To: info@burnoutassessmenttool.be
Cc: aimen.buic@bahria.edu.pk

Dear Sir,

        Hope you are doing well. I am Hajra Hayyat Khan, student of BS Psychology, semester 7 at Bahria University, Islamabad, Pakistan. As a part of my final year thesis, I am currently working on a Research Project (non-funded) along with my group members (Zunaira Sumbal , Muqaddas Rafique) under the supervision of (Ms. Aimen Zafar Butt) Lecturer at Bahria University, Islamabad. My research study is titled **"Effects of Dark Triad Personality and Burnout on the performance of employees"**. For this purpose, I found the tool **"Burnout Assessment Tool (BAT)** " Schaufeli, W.B., De Witte, H. & Desart, S. (2019). very relevant and effective for the current research project. I would like to request permission to use this tool for the current research project and to get the original scale. I would be extremely grateful for this act of kindness. Due to time constraints, it is sincerely requested that you respond as soon as possible.

Thank you in anticipation, and I look forward to hearing from you soon.

Regards,
Hajra Hayyat Khan

Hans De Witte <hans.dewitte@kuleuven.be>   30 November 2022 at 22:29
To: Hajra Hayyat Khan <hajrahk98@gmail.com>, "info@burnoutassessmenttool.be" <info@burnoutassessmenttool.be>
Cc: "aimen.buic@bahria.edu.pk" <aimen.buic@bahria.edu.pk>

Dear Hajra Hayyat Khan,

You can of course use the BAT for your study, provided that you refer to the publication. You will find the scale and all relevant information on the website of the Burnout Assessment Tool.

Success!

Prof. Dr. Hans De Witte

Gewoon Hoogleraar Arbeidspsychologie - Full Professor Work Psychology

Research Group Work, Organisational & Personnel Psychology WOPP – O2L

Faculty of Psychology & Educational Sciences – KU Leuven

Van den Heuvelinstituut (VHI)

Dekenstraat 2

Postbox 3725 – Bureau 01.46

3000 Leuven

België – Belgium

72

APPENDIX - B

CONSENT FORM

The present study is designed to explore how various factors affect the workplace performance of university faculty in Academic settings. This research is carried out for a Bachelor's research project at the Department of Professional Psychology, Bahria University Islamabad.

Your response to this research will remain anonymous. All the possible measures will be taken to maintain your confidentiality and all the identifying information will be kept confidential. Participation in the study is voluntary. You have the right to withdraw at any stage. Your Participation will be highly appreciated and valued.

I understand that this study is being conducted on Academic faculty. I confirm my participation in the project to be voluntary. I know that the researchers will not disclose my name or any demographic information in the reports after seeking results from the research as well as that my confidentiality will be maintained as a participant. I have a right to withdraw and discontinue my participation anytime whenever I require it to be, without any penalties.

Signature: _____

Date: _____

APPENDIX - C

Demographics

Gender:

   a) Male   b) Female

Age in years: _____

Birth Order: _____

Marital status:

   a) Single   b) Married   c) Divorced   d) Widowed.

Family system:

   a) Nuclear   b) Joint

No. of Family Members: _____

No. of Earning Members: _____

Personal Monthly Income: _____

Family Income: _____

Education: _____

Current Working Experience: _____

Total Working Experience: _____

Organization Type:

   a) Private   b) Government   c) Semi – Government

What kind of relationships do you have with your co – workers?

   a) Very satisfied   b) Satisfied   c) Neutral

   d) Dissatisfied   e) Very dissatisfied

Are you satisfied with your higher management?

   a) Yes   b) No

Socioeconomic Status:

   a) Lower class   b) Middle Class   c) Upper Class

Which of the following statements best describes your family's financial situation?

   a) We have a hard time buying the things we need.
   b) We have just enough money for the things we need.
   c) We have no problem buying the things we need, and we can also sometimes buy special things.
   d) We have enough money to buy almost anything we want.

Do you have any Physical Illness?

   a) Yes   b) No

Do you have any Diagnosed Psychological Illness?

   a) Yes   b) No

APPENDIX - D

SCALE 1

The following statements are related to your work situation and how you experienced this situation. Please state how often each statement applies to you.

Never	Rarely	Sometimes	Often	Always
1	2	3	4	5

		Never	Rarely	Sometimes	Often	Always
1	At work, I feel mentally exhausted.*					
2	Everything I do at work requires a great deal of effort.					
3	After a day at work, I find it hard to recover my energy.*					
4	At work, I feel physically exhausted.*					
5	When I get up in the morning, I lack the energy to start a new day at work.					
6	I want to be active at work, but somehow, I am unable to manage.					
7	When I exert myself at work, I quickly get tired.					
8	At the end of my working day, I feel mentally exhausted and drained.					
9	I struggle to find any enthusiasm for my work.*					
10	At work, I do not think much about what I am doing, and I function on autopilot.					
11	I feel a strong aversion towards my job.*					
12	I feel indifferent about my job.					
13	I'm cynical about what my work means to others*					
14	At work, I have trouble staying focused.*					
15	At work I struggle to think clearly.					

16	I'm forgetful and distracted at work.					
1 7	When I'm working, I have trouble concentrating.*					
18	I make mistakes in my work because I have my mind on other things.*					
19	At work, I feel unable to control my emotions.*					
20	I do not recognize myself in the way I react emotionally at work.*					
2 1	During my work I become irritable when things don't go my way.					
22	I get upset or sad at work without knowing why.					
23	At work I may overreact unintentionally.*					

		Never	Rarely	Sometimes	Often	Always
1	I have trouble falling or staying asleep.					
2	I tend to worry.					
3	I feel tense and stressed.					
4	I feel anxious and /or suffer from panic attacks.					
5	Noise and crowds disturb me.					
6	I suffer from palpitations or chest pain.					
7	I suffer from stomach and/ or intestinal complaints.					
8	I suffer from headaches.					

9	I suffer from muscle pain, for example in the neck, shoulder or back.					
10	I often get sick.					

SCALE 2

Instructions

The following questions relate to how you carried out your work during the past 3 months. In order to get an accurate picture of your conduct at work, it is important that you complete the questionnaire as carefully and honestly as possible. If you are uncertain abouthow to answer a particular question, please give the best possible answer. The questionnaire will take about 5 minutes to complete. The questionnaire is completely anonymous: your answers will not be seen by your supervisor(s) or colleagues.

	In past 3 months…	Seldom	Sometimes	Regularly	Often	Always
1	I was able to plan my work so that I finished it on time.					
2	I kept in mind the workresult I needed to achieve.					
3	I was able to set priorities.					
4	I was able to carry out my work efficiently.					
5	I managed my time well.					
6	On my own initiative, I started new tasks when my old tasks were completed.					
7	I took on challenging tasks when they were available.					
8	I worked on keeping my job-related knowledge up to date.					
9	I worked on keeping my work skills up to date.					
10	I came up with creative solutions for new problems.					
11	I took on extra responsibilities.					
12	I continually sort new challenges in my work.					
13	I actively participated in meetings and/ or consultations.					
14	I complained about minor work – related issues at work.					
15	I made problems at work bigger than they were.					
16	I focused on the negative aspects of situation at work instead of the positive aspects.					

17	I talked to colleagues about the negative aspects of my work.					
18	I talked to people outside the organization about the negative aspects of my work.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

SCALE 3

Rate your agreement with each statement using a 5-point scale:

	CRAFTY	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	It's not wise to let people know your secrets.					
2	Whatever it takes, you must get the important people on your side.					
3	Avoid direct conflict with others because they may be useful in the future.					
4	Keep a low profile if you want to get your way.					
5	Manipulating the situation takes planning.					
6	Flattery is a good way to get people on your side.					
7	I love it when a tricky plan succeeds.					

	SPECIAL	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
8	People see me as a natural leader.					
9	I have a unique talent for persuading people.					
10	Group activities tend to be dull without me.					
11	I know that I am special because people keep telling me so.					
12	I have exceptional qualities.					

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
13	I'm likely to become a future star in some area.					
14	I like to show off every now and then.					

	WILD	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
15	People often say I'm out of control.					
16	I tend to fight against the authorities and their rules.					
17	I've been in more fights than most people of my age and gender.					
18	I tend to dive in, then ask questions later.					
19	I've been in trouble with the law.					
20	I sometimes get into dangerous situations.					
21	People who mess with me always regret it.					

	MEAN	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
22	Watching a fist – fight excites me.					
23	I really enjoy violent films and video games.					
24	It's funny when idiots fall flat on their face.					
25	I enjoy watching violent sports.					
26	Some people deserve to suffer.					
27	Just for kicks, I've said mean things on social media.					
28	I know how to hurt someone with words alone.					

APPENDIX - E

Bahria University
Discovering Knowledge

February 22, 2023

TO WHOM IT MAY CONCERN

REQUEST FOR DATA COLLECTION

It is stated that **Ms. Hajra Hayyat Khan** Enrollment No. <u>01-171192-093</u> is a student of BS Psychology (8ᵗʰ Semester) Bahria University Islamabad Campus conducting research on "**Dark tetrad traits, burnout and job performance in University Faculty**" under supervision of undersigned. It is requested that kindly allow her to collect the data from your esteemed institution.

Regards,

Ms. Aimen Zafar Butt
Lecturer
Department of Professional Psychology
Bahria University Islamabad

Aimen Zafar Butt
Lecturer
Department of Professional Psychology
Bahria University
E-8 Islamabad
051-9260002/1349

Department of Professional Psychology Shangrilla Road E-8 Islamabad
Tel: 051-9260002 Ext. No. 1406 Fax: 051-9260889

Bahria University
Discovering Knowledge

TO WHOM IT MAY CONCERN

REQUEST FOR DATA COLLECTION

It is stated that **Ms. Muqaddas Rafique** Enrollment No. 01-171192-101 is a student of BS Psychology (8th Semester) Bahria University Islamabad Campus conducting research on "**Dark tetrad traits, burnout and job performance in University Faculty**" under supervision of undersigned. It is requested that kindly allow her to collect the data from your esteemed institution.

Regards,

Ms. Aimen Zafar Butt
Lecturer
Department of Professional Psychology
Bahria University, Islamabad

Aimen Zafar Butt
Lecturer
Department of Professional Psychology
Bahria University
E-8 Islamabad
051-9260002/1349

Bahria University
Discovering Knowledge

TO WHOM IT MAY CONCERN

REQUEST FOR DATA COLLECTION

It is stated that **Ms. Zunaira Sumbal** Enrollment No. 01-171192-043 is a student of BS Psychology (8th Semester) Bahria University Islamabad Campus conducting research on "**Dark tetrad traits, burnout and job performance in University Faculty**" under supervision of undersigned. It is requested that kindly allow her to collect the data from your esteemed institution.

Regards,

Ms. Aimen Zafar Butt
Lecturer
Department of Professional Psychology
Bahria University Islamabad

Aimen Zafar Butt
Lecturer
Department of Professional Psychology
Bahria University
E-8 Islamabad
051-9260002/1349

APPENDIX - F

finally final file