

## Effect of Psychopathic Personality Dimensions on Counterproductive Work Behavior: A Comparison Model

Alia Azalea<sup>1\*</sup>  
Jun Wei Fong<sup>2</sup>

<sup>1</sup>*School of Medical and Life Sciences  
Sunway University*

<sup>2</sup>*Faculty of Arts and Social Science  
Universiti Tunku Abdul Rahman*

\*Corresponding e-mail: [azalea.alia@gmail.com]

The present study examined gender differences in the effects of psychopathic personality (i.e., attachment, behavioral, cognitive, dominance, emotional, and self) on counterproductive work behavior (CWB) (i.e., abuse, production deviance, sabotage, theft, and withdrawal) by analyzing their dimensions and components separately to gain a deeper understanding of the complexity of this relationship. Data were collected from 234 Malaysian employees using purposive sampling. Participants completed the Comprehensive Assessment of Psychopathic Personality Rating Form and Counterproductive Work Behavior Checklist. Data were analyzed using SPSS version 27 and a model was tested using Structural Equation Modelling through AMOS version 27. Gender differences were found in the effects of psychopathic personality dimensions – Attachment and Behavioral, on all counterproductive work behavior components and the effects of Cognitive, Dominance, Emotional, and Self dimensions on some counterproductive work behavior components. These findings suggest that the effect of psychopathic personality on counterproductive work behavior may yield different results for different psychopathic personality dimensions and counterproductive work behavior components in different genders and cultural contexts. The discussion includes considering psychopathic personality as a selection criterion during the employee selection process to minimize the occurrence of future counterproductive work behavior.

**Keywords:** psychopathic personality, counterproductive work behavior, gender comparison, Malaysia

Psychopaths are individuals who have no conscience and no compassion towards others (Boddy, 2014). They lack concern for other people and social regulatory mechanisms, characterized by a high level of egocentrism and impulsivity, and a low level of anxiety, empathy, guilt, or remorse (O'Boyle et al., 2012; Wu & Lebreton, 2011). Employers ought to be cautious of psychopaths at work, as there are approximately 1% of psychopaths in the general population (Caponecchia et al., 2012). With an estimated 15 million

employees in Malaysia as of 2021 (Statista Research Department, 2023), that means 150,000 of them are possibly psychopathic. Psychopathic individuals are said to be socially non-conforming, even to authority and rules (O'Boyle et al., 2012), predicting their likelihood to commit counterproductive work behaviors.

The present paper extended research by breaking down psychopathic personality traits into six different dimensions and studying their effect on separate

components of Counterproductive Work Behavior among Malaysians, an area that lacks research. This study also examined the effect of gender on these relationships.

### **Counterproductive work behaviors (CWB)**

CWBs are behaviors in the workplace that violate the organization's norms, such as workplace bullying, slacking at work, destroying workplace properties, stealing office properties, and employees' purposive absenteeism (Spector et al., 2006). Employee theft in Malaysia has led to retail shrinkage of up to 23.3% (USD 63.14 million) (Moorthy et al., 2015). Additionally, 42% of Malaysian employees use mobile internet devices for personal use, such as browsing online news, personal email, and social networking sites, while 29% use mobile internet devices for both personal and official matters during working hours (Jamaluddin et al., 2015). Furthermore, workplace bullying, such as spreading negative gossip, direct verbal insults, and direct threats of physical violence, is quite common (Al Bir & Hassan, 2014).

Spector et al.'s (2006) categorization of CWB is comprehensive, as it separates it into five components, which are:

*Abuse* comprises harmful and abusive behaviors directed towards co-workers and others that induce physical harm or psychological discomfort in the workplace, caused by the perpetrator's hostile motives (Spector et al., 2006). These behaviors include physical aggression or threats, verbal abuse or harassment, and other forms of workplace bullying, such as spreading negative rumors, and insulting, and humiliating others at work (Al Bir & Hassan, 2014).

*Production deviance* is defined as "the purposeful failure to perform job tasks effectively the way they are supposed to be performed" (Spector et al., 2006, p. 449),

such as intentionally working slowly and deliberately failing to follow given instructions. It is a more passive form of CWB and is less visible to others.

*Sabotage* refers to intentional actions that deface or destroy properties in the workplace (Spector et al., 2006). It is seen as a displaced form of aggression, where individuals redirect negative emotions (e.g., frustration with the organization's procedures) towards objects instead of people. Examples of sabotage include destroying workplace property and purposefully littering the workplace.

Employee *theft* can take several forms, such as taking cash belonging to the company, stealing office supplies, or stealing co-workers' belongings (Spector et al., 2006). It is presumed to have more instrumental motives, such as personal monetary gain, rather than hostile motives aimed at harming the organization.

*Withdrawal* is the intentional reduction of the amount of time spent at work compared to what is required (Spector et al., 2006). It is viewed as an attempt to avoid or escape workplace stressors, such as perceived injustice or dissatisfaction. Examples of withdrawal include absenteeism, arriving late to work, leaving early, and taking longer breaks than allowed.

### **Gender**

Baka (2019) stated that men display higher levels of Dark Triad traits (where psychopathy is one of the components) and engage in sabotage behavior more frequently than women. On the other hand, Boddy (2014) found no differences between men and women in CWB in the presence of Corporate Psychopaths. Among undergraduate students, the behavioral dimension of psychopathy was positively associated with proactive aggression (instrumental - deliberate to achieve a goal) for men, while for women,

it was positively associated with reactive aggression (impulsive - defensive response to provocation) (Hecht et al., 2016). Additionally, the association between the Self-Centered Impulsivity Scale (i.e., Psychopathy self-dimension) and proactive aggression (i.e., CWB's abuse and sabotage components) was significantly stronger for men than for women (Hecht et al., 2016).

### **Psychopathic personality**

Boddy (2014) mentioned that toxic behaviors such as conflicts, workplace bullying, and negative attitudes would be magnified by the presence of psychopaths in the organization. This is because psychopaths may instigate or initiate conflicts in the workplace for personal gain (Babiak & Hare, 2006), and other members of the organization who observe the conflict might replicate or imitate the negative behavior, particularly when they perceive such behavior as leading to benefits such as increased dominance over others (Boddy, 2014).

The six-dimensional construct of psychopathic personality by Cooke et al. (2004) and Cooke and Logan (2015) represents distinct areas of psychological functioning and comprehensively describes the characteristics of psychopathic personality in the general population. These dimensions are:

*Attachment* reflects interpersonal difficulties, such as problems in forming intimate relationships and gaining acceptance from others. The symptoms in this domain include being detached, uncommitted, unempathetic, and uncaring.

*Behavioral* captures individuals' failure to adaptively deal with life tasks in a systematic manner. The symptoms in this domain include a lack of perseverance, unreliability, recklessness, restlessness, disruptiveness, and aggression.

*Cognitive* reflects problems with the flexibility and adaptability of mental processes. The symptoms in this domain include being suspicious, lacking concentration, being intolerant, inflexible, and lacking planfulness.

*Dominance* emphasizes the degree of power or control individuals attempt to exert in their relationships with others. The symptoms in this domain include being antagonistic, domineering, deceitful, manipulative, insincere, and garrulous.

*Emotionality* reflects problems with regulating one's mood and emotions. The symptoms in this domain include a lack of anxiety, pleasure, emotional depth, emotional stability, and remorse.

*Self* reflects individuals' awareness of their own identities, which influences their social roles and relationships with others. The symptoms in the Self domain include being self-centered, self-aggrandizing, having a sense of uniqueness, a sense of entitlement, a sense of invulnerability, being self-justifying, and having an unstable self-concept.

### **Culture**

Collectivist cultures, of which Malaysia is a part (Hofstede et al., 2010), consider psychopathic personality behaviors such as the manipulation of co-workers, self-promotion, and antisocial behavior as disloyalty to the ingroup, and they are punished accordingly (Smithikrai, 2014), which reduces the occurrence of CWB (O'Boyle et al., 2012). Grijalva and Newman (2015) confirmed this by finding that narcissists, who are part of the Dark Triad like psychopathic personality, engaged in fewer counterproductive behaviors in collectivistic cultures compared to individualistic cultures. This is because collectivistic cultures emphasize reciprocity (e.g., self-promotion) and are less likely to tolerate violations of social exchange (i.e., antisocial behavior), which

are common behaviors found among narcissists. This study expects that the dimensions of psychopathic personality will affect CWB components differently between men and women in a non-Western sample.

**Hypotheses**

This study predicts that there are gender differences in the effect of psychopathic

personality dimensions on CWB components among Malaysian employees (see Figure 1 for the research model), thus extending prior research by exploring this specific combination of variables in a complex cultural context. The study hypothesizes the following:

1. There are gender differences in the effect of CAPP Attachment dimension on components of CWB.

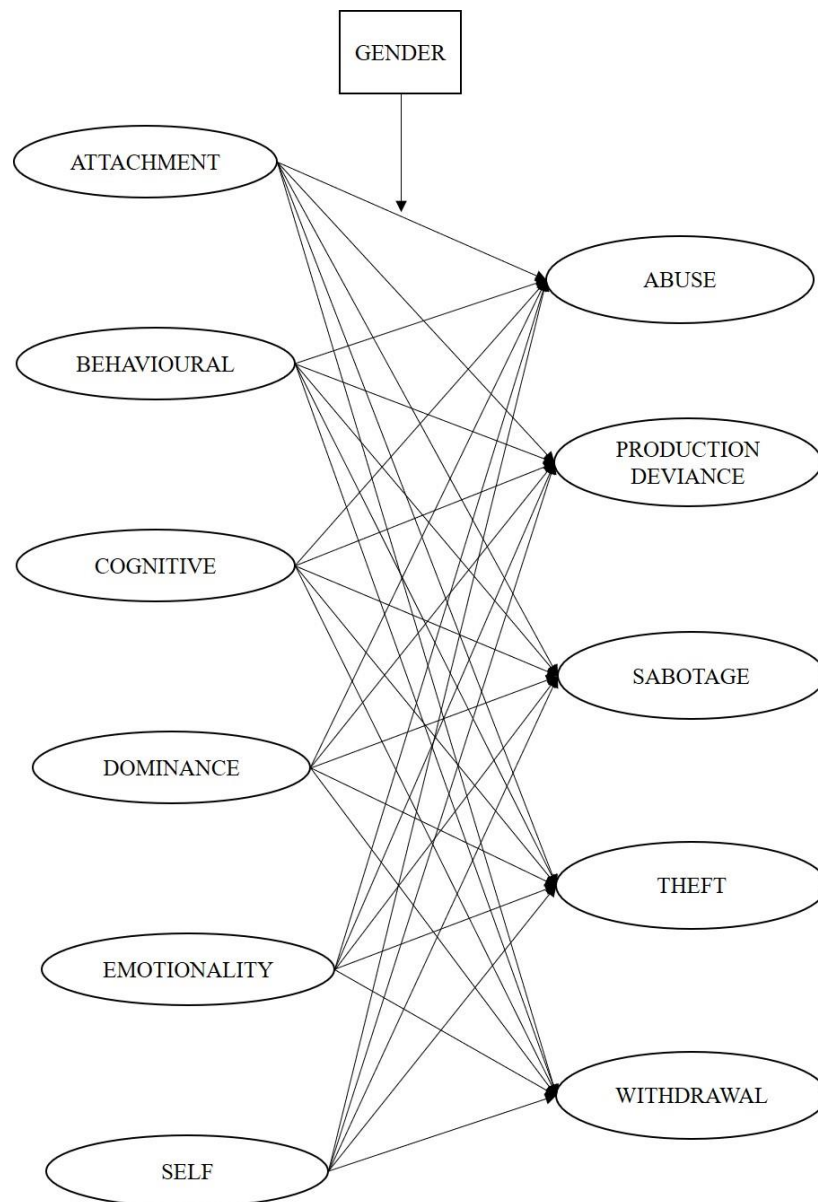


Figure 1. The Conceptual Model.

2. There are gender differences in the effect of CAPP Behavioral dimension on components of CWB.
3. There are gender differences in the effect of CAPP Cognitive dimension on components of CWB.
4. There are gender differences in the effect of CAPP Dominance dimension on components of CWB.
5. There are gender differences in the effect of CAPP Emotionality dimension on components of CWB.
6. There are gender differences in the effect of CAPP Self dimension on components of CWB.

## **Method**

### **Participants**

A total of 293 Malaysian employees aged 21 years old and above, working in full-time positions across various industries, were recruited using purposive sampling through an online questionnaire. After excluding 44 participants due to incomplete responses and another 15 for unengaged responses, a final sample of 234 participants (111 men, 123 women, MAge = 29.9, SD = 8.61) was included in the data analysis.

### **Measures**

#### ***Psychopathic personality***

Individuals' psychopathic tendencies were measured using the Comprehensive Assessment of Psychopathic Personality Rating Form (CAPP) (Cooke et al., 2004). The CAPP consisted of 42 items, divided into six dimensions: attachment (4 items), behavioral (6 items), cognitive (5 items), dominance (6 items), emotional (5 items), and self (7 items). Additionally, nine dummy items were included in the measurement. Each item provided a short

description of psychopathic personality traits, followed by three additional explanations or synonyms (provided by CAPP) to aid respondents' understanding. The measurement utilized a 7-point Likert scale, with responses ranging from 1 (*not like that at all*) to 7 (*definitely like that*). None of the items were reverse-scored, therefore, higher scores indicate higher psychopathic tendencies.

#### ***Counterproductive work behaviors***

The tendency towards counterproductive work behavior among employees in organizations was measured using the Counterproductive Work Behavior Checklist (CWB-C) (Spector et al., 2006). The CWB-C consisted of 32 items, encompassing five subscales: abuse (17 items), production deviance (3 items), sabotage (3 items), theft (5 items), and withdrawal (4 items). The checklist utilized a 5-point Likert scale, ranging from 1 (*Never*) to 5 (*Every day*). Higher scores indicate a higher level of engagement in counterproductive work behavior.

### **Procedure**

Ethical approval was obtained from the Ethics Committee. Participants were first presented with the participant information sheet, followed by the consent form that required all participants to provide their consent before accessing the survey. Upon giving their consent, participants completed the demographic information section, which included details on gender, age, education level, race, nationality, industry type, and whether they were working part-time or full-time. Additionally, participants were asked to complete the CAPP and the CWB-C. The questionnaire took approximately 30 minutes to complete, and participants did not receive any compensation for their participation. To ensure the protection of participants' personal information, no personal identification questions were included throughout the questionnaire.

**Data Analysis**

Data were analyzed using SPSS version 27. The measurements were tested using Confirmatory Factor Analysis through Analysis of Moment Structures (AMOS) software, version 27 and a model was tested using Structural Equation Modelling through AMOS version 27.

**Results**

**Descriptive statistics**

Table 1 displays the descriptive statistics of all study variables, including alpha ( $\alpha$ ), means, and standard deviations.

**Measurement model fit**

A six-factor structure was tested for the CAPP. The fit of the initial model to data was: chi-square over degree of freedom ratio (CMIN/df) was 2.943, the Comparative Fit Index (CFI) was 0.734, the Parsimony Goodness-of-Fit Index (PGFI)

was 0.667, and the root mean square error of approximation (RMSEA) was 0.091. This model was improved by setting covariation links between error terms associated with modification indices, leading to acceptable fit indices for at least three out of the four fit criteria: CMIN/df was 2.629, the CFI was 0.780, the PGFI was 0.624, and the RMSEA was 0.084 (see Table 2).

A five-factor structure was tested for the CWB-C. The fit of the initial model to data was: CMIN/df was 3.096, the CFI was 0.824, the PGFI was 0.609, and the RMSEA was 0.095. This model was improved by setting covariation links between error terms associated with modification indices, leading to acceptable fit indices for at least three out of the four fit criteria: CMIN/df was 2.429, the CFI was 0.879, the PGFI was 0.657, and the RMSEA was 0.078 (see Table 2). Therefore, no further model re-specifications were made to achieve a better fit.

*Table 1*  
Descriptive statistics of study variables

Variable	$\alpha$	Mean		SD	
		Men	Women	Men	Women
CAPP	.937				
Attachment	.762	10.08	7.90	4.18	3.63
Behavioral	.701	18.29	14.74	5.40	5.00
Cognitive	.727	15.84	12.96	5.29	4.58
Dominance	.784	19.05	14.71	6.06	5.36
Emotionality	.658	15.84	12.62	4.80	4.19
Self	.772	25.73	20.85	6.54	6.54
CWB-C	.951				
Abuse	.929	23.70	20.63	9.34	6.00
Production deviance	.759	4.56	3.89	2.19	1.36
Sabotage	.724	4.16	3.77	1.97	1.08
Theft	.800	6.70	5.82	3.04	1.44
Withdrawal	.736	7.23	6.31	3.31	2.45

Note. SD = Standard Deviation.

Table 2

Measurement model fit

Measurement	CMIN/df	CFI	PGFI	RMSEA [90% CI]
CAPP (original)	<b>2.943</b>	0.734	<b>0.667</b>	<b>0.091</b> [0.086, 0.097]
CAPP (after re-specification)	<b>2.629</b>	0.780	<b>0.624</b>	<b>0.084</b> [0.078, 0.089]
CWB-C (original)	<b>3.096</b>	0.824	<b>0.609</b>	<b>0.095</b> [0.089, 0.100]
CWB-C (after re-specification)	<b>2.429</b>	0.879	<b>0.657</b>	<b>0.078</b> [0.071, 0.085]

Note. CMIN/df = Chi-square over degree of freedom ratio; CFI = Comparative Fit Index; PGFI = Parsimony Goodness-of-Fit Index; RMSEA = Root Mean Square Error of Approximation. The fit indices that achieved the criteria were boldfaced.

**Structural model fit**

The fit of the structural model was analyzed using Structural Equation Modeling (SEM) with maximum-likelihood estimation through Analysis of Moment Structures (AMOS) software, version 27. The original model was able to meet two out of the four suggested criteria for model fit, with

CMIN/df = 2.238, CFI = 0.516, PGFI = 0.439, and RMSEA = 0.073. After re-specification, the structural model showed slight improvements in fit, making it closer to achieving a better fit. No further model re-specifications could be made, resulting in CMIN/df = 2.124, CFI = 0.540, PGFI = 0.467, and RMSEA = 0.070 (see Table 3).

Table 3

Structural model fit

	CMIN/DF	CFI	PGFI	RMSEA [90% CI]
Original Model	<b>2.238</b>	0.516	0.439	<b>0.073</b> [0.071, 0.075]
Modified Model	<b>2.124</b>	0.540	0.467	<b>0.070</b> [0.067, 0.072]

Note. CMIN/DF = Chi-square over degree of freedom ratio; CFI = Comparative Fit Index; PGFI = Parsimony Goodness-of-Fit Index; RMSEA = Root Mean Square Error of Approximation. The fit indices that achieved the criteria were boldfaced.

**Hypothesis testing**

To provide a clearer understanding of the effect of gender on the relationship between psychopathic personality dimensions and CWB components, please refer to Table 4.

**Hypothesis 1**

Based on the critical ratio of differences analysis, significant differences were found between men and women regarding the effect of CAPP-Attachment on all CWB components. CAPP-Attachment was found to have a positive effect on all CWB components for men, but it only positively affected Sabotage and Theft, and had an

insignificant effect on Abuse, Production Deviance, and Withdrawal in women. The effects were also stronger in men (refer to Table 4). Thus, Hypothesis 1 was fully supported.

**Hypothesis 2**

Significant differences were found between men and women regarding the effect of CAPP-Behavioral on all CWB components. CAPP-Behavioral was found to positively affect all CWB components in women and negatively affect all CWB components except for Withdrawal in men (refer to Table 4). Thus, Hypothesis 2 was fully supported.

Table 4

Multi-group analysis of Psychopathic personality dimensions on CWB components by gender

Hyp.	Path	<i>b</i>		<i>z-score</i>
		Men	Women	
H1	Attachment --> Abuse	0.669***	0.057	-6.011***
	Attachment --> Production Deviance	0.718***	-0.014	-6.669***
	Attachment --> Sabotage	0.731***	0.093*	-5.216***
	Attachment --> Theft	0.835***	0.114**	-6.124***
	Attachment --> Withdrawal	0.889***	-0.144	-5.709***
H2	Behavioural --> Abuse	-0.325**	0.581***	4.442***
	Behavioural --> Production Deviance	-0.61**	0.651***	4.705***
	Behavioural --> Sabotage	-0.332*	0.392**	3.786***
	Behavioural --> Theft	-0.751***	0.395**	4.466***
	Behavioural --> Withdrawal	-0.092	1.366***	3.410***
H3	Cognitive --> Abuse	-0.139	-0.211***	-0.858
	Cognitive --> Production Deviance	0.225*	-0.133**	-3.322***
	Cognitive --> Sabotage	-0.188*	-0.243***	-0.495
	Cognitive --> Theft	0.145	-0.323***	-4.024***
	Cognitive --> Withdrawal	-0.053	-0.033	0.145
H4	Dominance --> Abuse	0.023	-0.156***	-2.323**
	Dominance --> Production Deviance	-0.237**	-0.184**	0.495
	Dominance --> Sabotage	-0.221**	-0.178**	0.419
	Dominance --> Theft	-0.49***	-0.146**	2.512**
	Dominance --> Withdrawal	-0.408**	-0.583***	-0.848
H5	Emotionality --> Abuse	-0.288	0.108	1.829*
	Emotionality --> Production Deviance	-0.372	0.051	1.549
	Emotionality --> Sabotage	-0.14	0.200*	1.761*
	Emotionality --> Theft	-0.366	0.327*	2.27**
	Emotionality --> Withdrawal	-0.541	0.018	1.347
H6	Self --> Abuse	0.038	0.054	0.262
	Self --> Production Deviance	0.177**	0.121*	-0.650
	Self --> Sabotage	0.117*	0.073	-0.606
	Self --> Theft	0.356***	0.115*	-2.334**
	Self --> Withdrawal	0.114	0.175	0.408

Note. *b* = Regression weight; \**p* < .05; \*\**p* < .01; \*\*\**p* < .001.

**Hypothesis 3**

Significant differences were found between men and women regarding the effect of CAPP-Cognitive on CWB, specifically Production Deviance and Theft, but not on the other components. CAPP-Cognitive

was found to have a positive effect on Production Deviance for men, while it had a negative effect on both Production Deviance and Theft for women (refer to



Table 4). Consequently, hypothesis 3 was partially supported.

#### **Hypothesis 4**

Significant differences were found between men and women regarding the effect of CAPP-Dominance on CWB, specifically Abuse and Theft, but not on the other components. CAPP-Dominance was found to have a negative effect on Abuse and Theft for women, whereas it only had a negative effect on Theft among men (refer to Table 4). Accordingly, hypothesis 4 was partially supported.

#### **Hypothesis 5**

Significant differences were found between men and women regarding the effect of CAPP-Emotionality on CWB, specifically Abuse, Sabotage, and Theft, but not on the other components. CAPP-Emotionality was found to have a positive effect on Sabotage and Theft, and it did not affect Abuse for women. However, it did not have a significant effect on any CWB components among men (refer to Table 4). Thus, hypothesis 5 was partially supported.

#### **Hypothesis 6**

A significant difference was found between men and women regarding the effect of CAPP-Self on CWB, specifically on Theft, but not on the other components. CAPP-Self was found to have a positive effect on Theft for both men and women, with a stronger effect observed for men (refer to Table 4). Therefore, hypothesis 6 was partially supported.

### **Discussion**

The existing literature shows links between psychopathic personality and overall CWB only. In the current study, we investigated the links between dimensions of psychopathic personality and all components of CWB. Additionally, following recent research showing gender

differences in psychopathic personality and CWB, the current study also examined the effect of gender on the relationship between psychopathic personality and CWB. Our study revealed gender differences in the effect of psychopathic personality dimensions on CWB components.

Generally, there are positive effects of the CAPP *Attachment* dimension on several CWB components across genders, whereby individuals who are "unempathetic," "uncaring," and "detached" exhibit higher levels of CWB. This effect is more pronounced among men. Cohen et al. (2014) supported this finding, as an empathic concern (which is the opposite of CAPP's "unempathetic") showed a negative correlation with CWB. Individuals with lower empathic concern (i.e., higher scores in CAPP Attachment) may perceive the working environment as negative because they may experience more work-related stress due to their immoral attitudes and behaviors. Specifically, these individuals would display less concern for the consequences of their actions and how they affect others, thereby increasing their likelihood of engaging in CWB. The reason for the stronger effect of CAPP Attachment on CWB among men is likely due to women having higher empathic abilities (i.e., lower levels of "unempathetic"), which aligns with the findings of Pang et al. (2023). Our additional analysis also supports these similar findings.

The CAPP *Behavioral* dimension has a positive effect on CWB components for women but a negative effect on CWB components for men. This means that, for women, individuals who are "unreliable," "reckless," and "aggressive" are more likely to exhibit higher levels of CWB. Roberts et al. (2007) supported this finding, as aggression (a characteristic of the CAPP Behavioral dimension) showed a positive correlation with CWB, while self-control (the opposite of CAPP's "reckless") and traditionalism (the opposite of CAPP's

"disruptive") were negatively correlated with CWB. The negative effects of CAPP Behavioral on CWB components for men, where individuals who are "unreliable," "reckless," and "aggressive" predict lower levels of CWB, are consistent with O'Boyle et al. (2012) and can be explained by a suppressor effect. This effect can occur when the predictor is weak, leading to a situation where the directionality of the relationship is reversed.

We found a negative effect of the CAPP *Cognitive* dimension on CWB, specifically on production deviance and theft for women, but a positive effect on production deviance and no significant effect on theft among men. Therefore, women who are "intolerant," "inflexible," and lack "planfulness" are more likely to exhibit lower levels of CWB. According to Spector (2011), instrumental CWB is planned in order to achieve personal agendas. For instance, an individual might steal office accessories (i.e., engage in theft) because they desire a particular object. These individuals commit CWB with the intention and prior planning to achieve their personal goals. As individuals who score higher in CAPP Cognitive lack planfulness, they are less likely to engage in CWB that requires careful planning.

The positive effect of CAPP Cognitive on production deviance among men, where individuals who are "intolerant," "inflexible," and lack "planfulness" predict higher CWB, aligns with Wu and Lebreton's (2011) description of psychopaths as risk-takers, remorseless, and lacking a conscience. This may lead them to engage in CWB to a greater extent than non-psychopaths. Production deviance is less visible to others, making it easier to commit without serious consequences. As psychopaths are risk-takers, they are willing to engage in such behaviors for personal gains, such as a sense of pride from outsmarting the organization.

Differences across gender were found regarding the negative effect of the CAPP *Dominance* dimension on CWB, specifically theft, and the negative effect on abuse among women, while it was insignificant for men. This indicates that individuals who are "domineering," "deceitful," and "manipulative" are more likely to exhibit lower levels of CWB. Psychopaths, being deceitful and manipulative, may perceive their counterproductive behaviors, such as taking cash belonging to the company or stealing office supplies, as their entitlement (i.e., considering the cash and office supplies as part of their employee perks). This distorted perception of their own behavior could be attributed to the non-normative thinking and behavior associated with psychopathy (Cooke & Logan, 2015).

The CAPP *Emotionality* dimension did not have an effect on any CWB components for men, whereas it had a positive effect on sabotage and theft for women. The finding for men is consistent with Szostek et al. (2020), who found that the relationship between neuroticism (which encompasses a lack of emotional stability, similar to symptoms found in individuals higher in CAPP Emotionality) and CWB becomes insignificant when moderated by gender.

The finding for women aligns with Cohen et al. (2014), who demonstrated a negative correlation between "guilt-proneness" (which measures participants' feelings of guilt for wrongful behavior, opposite of CAPP's "lacks remorse") and the overall level of CWB. This suggests that a lack of guilt or remorse (indicative of higher scores in CAPP's Emotionality dimension) predicts higher CWB. This may be because individuals with higher scores in the CAPP Emotionality dimension have lower anxiety regarding their actions and lack remorse for how their behavior impacts others.

Lastly, a gender difference was also found regarding the positive effect of the CAPP

*Self* dimension on CWB theft. This means that individuals who have a higher "sense of entitlement," are "self-centered," and "self-aggrandizing" are more likely to exhibit higher levels of CWB. This finding is supported by Grijalva and Newman (2015), who revealed a positive correlation between "Entitlement/Exploitativeness" (similar to CAPP's sense of entitlement and self-centeredness) and CWB. People with high levels of "Entitlement/Exploitativeness" exhibit maladaptive behaviors, which can lead to antisocial behaviors such as CWB. Szalkowska et al. (2015) also stated that entitled individuals often believe they deserve more (e.g., rewards) than what the organization provides, and this dissatisfaction with their job can lead to an increase in CWB levels.

### Limitations

Measurements adopted from other countries somewhat limits the conclusion we can draw about the Malaysian working population. Although the measurements have shown good measurement model fit, English is still a second language in Malaysia, thus, we may have excluded Malaysians who are not English literate. By using an online questionnaire, we may also have limited our sample. While the strategy may be effective, certain employees (e.g., non-office workers) may not have easy access to emails. Thus, future studies should consider translating the survey into

local languages, as well as incorporating various data collection strategies to be more inclusive.

We utilized measurements that contained mostly negative statements, thus, participants' shirking behavior and impression management cannot be avoided, especially in the Malaysian collectivistic culture (Fang et al., 2016). Thus, future studies are recommended to utilize data triangulation by acquiring responses from other parties such as co-workers or superiors, creating a more representative view.

### Conclusion

There are gender differences in the effect of psychopathic personality dimensions on CWB components among Malaysian employees. These findings presented a different perspective of psychopathic personality and CWB where psychopathic personality dimensions that have previously been found to positively predict CWB components may not necessarily do so for men and women from different cultural contexts (i.e., Malaysia). Therefore, psychopathic personality could be utilized as a selection criterion for hiring as it has shown its effect on CWB for different genders, thus, may help future studies to identify strategies and interventions to minimize the occurrence of CWB in organizations.

### References

- Al Bir, A., & Hassan A. (2014). Workplace bullying in Malaysia: An exploratory study. *Malaysian Management Review*, 49(1), 1-8. Retrieved from [http://irep.iium.edu.my/37793/1/MR\\_Paper.pdf](http://irep.iium.edu.my/37793/1/MR_Paper.pdf)
- Babiak, P., & Hare, R. (2006). *Snakes in suits: When psychopaths go to work*. Harper Collins Publishers.
- Baka, L. (2019). Explaining active and passive types of counterproductive work behavior: The moderation effect of bullying, the Dark Triad and job control. *International Journal of Occupational Medicine and Environmental Health*, 32(6), 777-795. <https://doi.org/10.13075/ijomeh.1896.01425>
- Boddy, C. R. (2014). Corporate psychopaths, conflict, employee affective and counterproductive

- work behaviour. *Journal of Business Ethics*, 121(1), 107-121. <https://doi.org/10.1007/s10551-013-1688-0>
- Caponecchia, C., Sun, A., & Wyatt, A. (2012). 'Psychopaths' at work? Implications of lay persons' use of labels and behavioural criteria for psychopath. *Journal of Business Ethics*, 107(4), 399-408. <https://doi.org/10.1007/s10551-011-1049-9>
- Cohen, T. R., Panter, A. T., Turan, N., Morse, L., & Kim, Y. (2014). Moral character in the workplace. *Journal of Personality and Social Psychology*, 107(3), 943-963. <https://doi.org/10.1037/a0037245>
- Cooke, D.J., Hart, S. D., Logan, C., & Michie, C. (2004). Comprehensive Assessment of Psychopathic Personality – Institutional Rating Scale (CAPP-IRS). Unpublished manuscript.
- Cooke, D., & Logan, C. (2015). Towards a personality-oriented measure of psychopathy. *Journal of Criminal Justice*, 43(4), 262-273. <https://doi.org/10.1016/j.jcrimjus.2015.04.004>
- Fang, J., Prybutok, V., & Wen, C. (2016). Shirking behavior and socially desirable responding in online surveys: A cross-cultural study comparing Chinese and American samples. *Computers in Human Behavior*, 54, 310-317. <https://doi.org/10.1016/j.chb.2015.08.019>
- Grijalva, E., & Newman, D.A. (2015). Narcissism and counterproductive work behavior (CWB): Meta-Analysis and consideration of collectivist culture, Big Five personality, and narcissism's facet structure. *Applied Psychology: An International Review*, 64(1), 93–126. <https://doi.org/10.1111/apps.12025>
- Hecht, L.K., Berg, J.M., Lilienfeld, S.O., & Latzman, R.D. (2016). Parsing the heterogeneity of psychopathy and aggression: Differential associations across dimensions and gender. *Personality Disorders: Theory, Research, and Treatment*, 7(1), 2–14. <http://dx.doi.org/10.1037/per0000128>
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
- Jamaluddin, H., Ahmad, Z., Alias, M., & Simun, M. (2015). Personal internet use: The use of personal mobile devices at the workplace. *Procedia – Social and Behavioral Sciences*, 172, 495-502. <https://doi.org/10.1016/j.sbspro.2015.01.391>
- Moorthy, M. K., Seetharaman, A., Jaffar, N., & Yeap, P. F. (2015). Employee perception of workplace theft behavior: A study among supermarket retail employees in Malaysia. *Ethics & Behavior*, 25(1), 61-85. <https://doi.org/10.1080/10508422.2014.917416>
- O'Boyle, E. H., Forsyth, D. R., Banks, G. C., & McDaniel, M. A. (2012). A meta-analysis of dark triad and work behavior: A social exchange perspective. *Journal of Applied Psychology*, 97(3), 555-579. <https://doi.org/10.1037/a0025679>
- Pang, C., Li, W., Zhou, Y., Gao, T., & Han, S. (2023). Are women more empathetic than men? Questionnaire and EEG estimations of sex/gender differences in empathic ability. *Social Cognitive and Affective Neuroscience*, 18(1), 1-16. <https://doi.org/10.1093/scan/nsad008>
- Roberts, B. W., Harms, P. D., Caspi, A., & Moffitt, T. E. (2007). Predicting the

- counterproductive employee in a child-to-adult prospective study. *Journal of Applied Psychology*, 92(5), 1427-1436. <https://doi.org/10.1037/0021-9010.92.5.1427>
- Smithikrai, C. (2014). Relationship of cultural values to counterproductive work behaviour: The mediating role of job stress. *Asian Journal of Social Psychology*, 17(1), 36-43. <https://doi.org/10.1111/ajsp.12040>
- Spector, P. E. (2011). The relationship of personality to counterproductive work behavior (CWB): An integration of perspectives. *Human Resource Management Review*, 21(4), 342-352. <https://doi.org/10.1016/j.hrmr.2010.10.002>
- Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., Kessler, S. (2006). The dimensionality of counterproductivity: Are all counterproductive behaviors created equal? *Journal of Vocational Behavior*, 68(3), 446-460. <https://doi.org/10.1016/j.jvb.2005.10.005>
- Statista Research Department. (2023, January 9). Number of employed people in Malaysia 2012-2021. Statista. <https://www.statista.com/statistics/621259/employment-in-malaysia/#:~:text=In%202018%2C%20approximately%2014.8%20million%20people%20were%20in,lab%20force%20of%20just%20under%2015.3%20million%20people>
- Szalkowska, A., Żemojtel-Piotrowska, M., & Clinton, A. (2015). Entitlement and organisational behaviors: the moderating role of narcissism. *Current Issues in Personality Psychology*, 3(4), 230-241. <https://doi.org/10.1016/j.jvb.2005.10.005>
- Szostek, D., Balcerzak, A.P., & Rogalska, E. (2020). The relationship between personality, organizational and interpersonal counterproductive work challenges in industry 4.0. *Acta Montanistica Slovaca*, 25(4), 577-592. <https://doi.org/10.46544/AMS.v25i4.11>
- Wu, J., & LeBreton, J. (2011). Reconsidering the dispositional basis of counterproductive work behaviour: the role of aberrant personality. *Personnel Psychology*, 64(3), 593-626. <https://doi.org/10.1111/j.1744-6570.2011.01220.x>