



The Relationship between Leader's Dark Triad Personality Traits and Workplace Relationship Quality

“An applied study on Mansoura University Hospitals employees”

submitted by

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ABSTRACT

This study aims to investigate the direct effect of the relationship between Leader's Dark Triad Personality Traits and Workplace relationship quality for employees in medical centers and hospitals in Mansoura University.

This research adopts a quantitative method as a research methodology. Hence, the data was gathered from 380 employees in Mansoura University hospitals (82.6% response rate).The study findings showed that leader's dark triad personality traits have a significant negative effect on workplace

relationship quality. Theoretical and practical implications were then discussed.

Keywords: leader's dark triad personality traits, workplace relationship quality.

الملخص: هدف البحث إلى دراسة التأثير المباشر للعلاقة بين الجانب المظلم من السمات الشخصية للقائد وجودة العلاقة في مكان العمل لدى العاملين في المراكز الطبية والمستشفيات بجامعة المنصورة. وقد تم اعداد قائمة الاستقصاء لجمع البيانات اللازمة لدراسة هذه العلاقة حيث بلغ عدد القوائم الصالحة للتحليل (380) قائمة. وتوصلت نتائج البحث الى وجود تأثير معنوي سلمي بين الجانب المظلم من السمات الشخصية للقائد وجودة العلاقات في مكان العمل. الكلمات الرئيسية: الجانب المظلم من السمات الشخصية للقائد ، جودة العلاقات في مكان العمل.

1. Introduction

Leadership plays a critical role in guiding individuals and organizations towards the right path. Positive leadership behaviors lead to better work outcomes, while negative leadership behaviors impede organizational growth and survival (Dreschers, 2017). One of the primary drivers of destructive leadership behaviors is a leader's personality Traits that are especially relevant in that case are called dark traits (Schyns et al., 2022).

Nowadays, the phrase 'Dark Triad' has become quite popular in the workplace. Machiavellianism, Narcissism, and Psychopathy are the three personality traits that emerge from the dark triad. These personality traits have been associated with the process of leadership. People with these traits are ruthless and manipulative. They are willing to do or say anything to get what they want. Their ego

is inflated. They are often boastful and tend to be impulsive and may take risks. Their cumulative dark personality can sometimes harm the organization (Panda, 2022).

In addition, coworkers are essential source of information and expertise, and the quality of the exchange relationships determines the information outcomes (Sias and Shin, 2019). In order to provide an explanation for this, Fasbender et al. (2020) have introduced the fundamental function of a coworker contact quality, which is a positive, cooperative, and natural relationship between coworkers of the same position, as an explanation mechanism. Sharing of knowledge is facilitated by trustworthy and positive peer relationships (Kipkosgei et al., 2020). According to the above discussion, the proposed study aims to shed light on the relationship between Leader's Dark Triad Personality Traits and Workplace relationship quality on employees in medical centers and hospitals in Mansoura University.

2. Literature and Hypotheses Development

The researcher illustrated each of the study variable's definitions and dimensions as follows

2.1. The definition of leader's dark triad personality traits

The term "dark" implies that an individual have such a personality is capable of evil. Dark triad features are characterized by dysfunctional, unsafe, and tricky activities (Klann, 2017). According to Paulhus and William (2002), The psychological

traits known as the "dark triad" characterize persons who are prone to being vindictive, avaricious, and callous in their interpersonal interactions.

Dark Triad traits refer to three malevolent traits: narcissism, machiavellianism and psychopathy. Moreover, these characteristics include rigidity, lack of sympathy, and toxic behaviors (Knight, 2016). Machiavellians, narcissists, and psychopaths collectively known as the "dark triad" are usually found in positions of authority because of their intense need for power and social domination (Pelster& Schaltegger, 2022).

2.1.1. Dimensions of leader's dark triad personality traits

2.1.1.1) Machiavellianism

The concept of Machiavellianism known by three sets of personal values belief in the use of manipulative tactics in interacting with other people, a cynical view of human nature, and a moral conduct that puts personal convenience above all principle (Morelli et al., 2021).

Kiazad et al. (2010) conceptualized machiavellianism as an important fundamental propensity with authoritarian leadership conduct as its typical adaption. This, in turn, has an impact on abusive supervisory behavior. Therefore, they argued that supervisor who have Machiavellianism trait facilitates the transmission of offensive ideas and distorts supervisors' behavior so that they act more antagonistically toward others.

2.1.1.2) Narcissism

While all dark triad characteristics are bad, Narcissism is considered better than the others (Knight, 2016). Cragun et al. (2020) defined narcissism as complex personality feature that includes grandiosity, attention-seeking, an inflated sense of oneself, the desire to have that sense of self-worth constantly reinforced through self-control, and an overall lack of respect for other people.

In interpersonal relationship, Narcissistic leaders are characterized by their tendency to exert control over their subordinates and their inability to form meaningful relationships with them due to their inflated perception of their organizational significance. Consequently, they are unable to form meaningful relationships and are typically prone to interpersonal conflict (Grondel, 2016; Murray, 2016).

2.1.1.3) Psychopathy

The dark triad's most toxic, socially undesirable, and destructive features are found in psychopaths (Butler, 2015). A personality disorder characterized by a lack of guilt, conscience, and empathy as well as an exaggerated sense of self-esteem (Paulhus & Williams, 2002). The dark triad's most toxic, socially undesirable, and destructive features are found in psychopaths (Butler, 2015). A personality disorder characterized by a lack of guilt, conscience, and empathy as well as an exaggerated sense of self-esteem (Paulhus & Williams, 2002).

Psychopathy in leaders is a particular cause for concern as Leaders who are in a position of power can have a lot of power over their followers, and it's easy for

people in charge to make the wrong decisions because they think they can get away with it. That's why it's so important to look out for signs of psychopathy in leaders (Babiak et al., 2010).

2.2. The definition of Workplace Relationship Quality

The concept of a "workplace relationship" describes any relationship between an employee and a colleague, including but not limited to supervisor-subordinate relationships, peer relationships, and mentoring relationships (Sias, 2004). Relationships between leaders and followers, as well as co-workers who work under the same leader, have been proven to be the most important factors in determining social relationships in the workplace (Bornay-Barrachina & Herrero, 2018).

And, Workplace relationships are distinct types of interpersonal interactions with significant effects for both the people involved and the organizations in which they are formed and grow. Workplace relationships serve as systems for sharing power, making decisions, and getting emotional and practical assistance (Kram & Isabella, 1985).

2.2.1. Dimensions of workplace relationship quality

2.2.1.1) Supervisor–subordinate relationship

Leader-Member Exchange (LMX) Theory is the most known theory discussing the nature of the interaction between a supervisor and a subordinate (Graen & Scandura, 1987). Moreover, LMX is a term used to describe certain aspects of the relationship between supervisor and subordinate. It is essential to be aware of the manner in which supervisors interact with subordinates in any workplace. If

there is an absence of positive interaction, the employee is likely to be less satisfied with their work. Conversely, if there is a positive relationship between the supervisor and subordinate, the job satisfaction is likely to be high (Hampton, 2019).

Leader-member exchange focuses on the unique relationship that leaders build with their employees (Sa'adah& Rijanti, 2022). Therefore, it follows that a critical component of the development of LMX must be elements that would, in theory, be associated with the development of trust within a leader-member relationship (Bauer& Green, 1996).

2.2.1.2) Coworker Relationships

The term "Co-workers" refers to other employees at the same level with whom a person regularly interacts while performing their responsibilities at work (Kamdar& Van Dyne, 2007). A coworker-relationship is a relationship between two coworkers who don't really have any authority over each other, but are connected in some way. It's also known as a peer relationship or an "equivalent status" relationship (Kram & Isabella, 1985; Sias, 2005).

The quality of a workplace exchange relationship between co-workers should be seen as a reflection of the individualized perception of each individual on the team, which is influenced by the individual characteristics of the team. It is important to note that coworker relationships are not necessarily binary in their classification,

but rather depend on the individual's perception of the other (Herrero& Bornay-Barrachina, 2023).

2.3. Hypotheses Formulation

The relationships between research variables were clarified as shown in the following figure (1).

Leader's Dark Triad Personality Traits and Workplace relationship quality

Any one of these dark triad personality traits can lead to toxic workplace behaviors because they prioritize their own needs over those of others, resulting in destructive goal setting and toxic social relationships (Krasicova et al. 2013). Palmer et al., (2020) argued that leaders' dark triad personality traits may ultimately impair organizational performance due to disrupted interpersonal interactions within groups and hostile behavior that flows across the organization.

Seto and Davis (2021) shed light on the interpersonal implications of dark personality traits. Psychopathy, arguably the most callous of the Dark triad traits has been shown to consistently predict low interpersonal relationship quality. , Narcissistic leaders tend to prioritize their own interests over those of others, When employees have perceived leader uses impression management for personal gain , they may think the leader is selfish. Leaders' impression management may reduce leader-member exchange quality (Liao et al. 2019). Machiavellianistic leaders might

have good relationship with followers they can manipulate. However, in the longer run, the relationship will deteriorate (Schyns, 2015).

Based on the previous discussion and empirical studies, this study assumes the following hypothesis:

H1: Leader's Dark Triad Personality Traits have a significant negative direct effect on Workplace Relationship Quality.

This hypothesis is divided into two sub hypotheses;

H_{1.a}: Leader's dark triad personality traits (Machiavellianism, Narcissism and Psychopathy) have a significant negative direct effect Supervisor–subordinate relationship.

H_{1.b}: Leader's dark triad personality traits (Machiavellianism, Narcissism and Psychopathy) have a significant negative direct effect on Coworker Relationships.

Depending on the previous hypothesis, the study developed the conceptual framework that presents in the following figure (1)

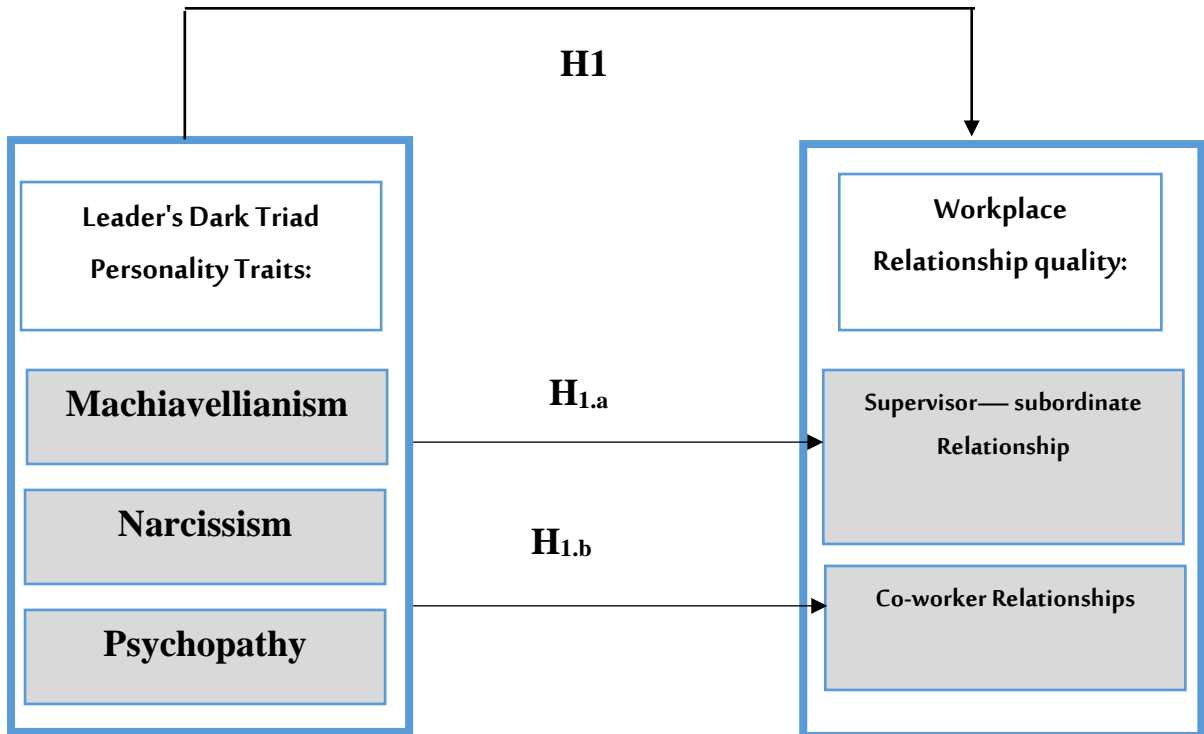


Figure 1. Theoretical framework and hypotheses

3. Research Method

This part include the research method and sampling concerns connected to the population and sample of this study as follows; moreover, it includes a description of measures as follows:

3.1. Samples and Data Collection

This study adopted deductive approach using a quantitative research method to validate the suggested framework. A convenience sample was employed.

Moreover, Primary and secondary data were used. primary data were gathered from Mansoura University hospitals employees using a questionnaire, Quantitative primary data is collected through questionnaires and structured interviews and qualitative primary data includes semi-structured and unstructured interviews, observational data, focus groups, case studies(Kothari, 2004).While gathered secondary data from public administration in Mansoura University..The population in this research is 16993 members of Mansoura University Hospitals employees,

According to Saunders et al. (2009), Sample size is determined by the statistical analysis method in the study, the confidence level, the margin of error, and the population size. Consequently, the sample size is 376 with a 95% confidence level and a 5% margin of error. The researcher personally distributed the questionnaire to Mansoura University hospitals employees in their workplaces. Mainly, the questionnaire was directed to 460 employees, but only 380 of them completed it. Ultimately, the researcher received 380 questionnaires, yielding an 82.6% response rate. There were 380 questionnaires in all that were statistically valid and free of missing data.

3.2. Measures

The researcher depended on five-point Likert scale with choices ranging from "1 = strongly disagree " to "5 = strongly agree" to measure study's constructs. Leader's dark triad personality traits has been measured using a scale developed by Jones and Paulhus (2014) that consists of (27) items. The three dimensions of dark

triad traits are Machiavellianism, narcissism and Psychopathy, each is measured via 9 items. Two dimensions are used as indicators for workplace relationship quality (Supervisor–subordinate relationship and coworker relationships) are measured by 19-item scale adopted from two studies (Bernerth et al., 2007;Hain, 2005). The first 8 items related to Supervisor–subordinate relationship , it measures leader member exchange developed by Bernerth et al. (2007). The second 11 items developed by Hain(2005) are adapted to measure the nature of relationships between coworkers and each other.

4. Data Analysis and Results

4.1. Description of the Sample

The results indicated among 380 respondents. According to gender 40.3 % (153) respondents are males, and 59.7% (227) respondents are females. According to age 10.5 % of respondents are in group age (less than 30 years) by 40 questionnaires. 46.3 % (176) respondents are aged from 30 to less than 40 years. 34.7 % (132) respondents are aged from 40 to less than 50 years, 8.4 % (32) respondents are aged from 50 years or more. According to respondent's specialty, 26.8 % (102) respondents are Doctor, 37.5% (142) respondents are Nurses, 25.5 % (79) respondents are Administrators, and 10.3% (39) respondents are Technician. Finally, according to respondent's years of experience 20.3 % (77) are less than 10 year, 47.1 % (179) are from 10 years and less than 20 years and 32.6% (124) are more than 10 years' experience.

4.2. Descriptive Statistics

The research variables are represented in two variables which are **Leader's Dark Triad Personality Trait** which contains three dimensions and **Workplace Relationship Quality** which contains two dimensions.

Table (1) Descriptive Analysis of Leader's Dark Triad Personality Trait

Dimensions	Measurement Item	Mean	Std. Deviation	Skewness	Kurtosis
Machiavellianism	M1	3.75	1.127	-.719	-.339
	M2	4.70	.563	-1.713	1.937
	M3	3.59	1.196	-.708	-.388
	M4	3.27	1.305	-.246	-1.066
	M5	3.28	1.381	-.274	-1.190
	M6	4.22	.854	-1.528	3.319
	M7	3.91	1.131	-.901	.121
	M8	3.17	1.412	-.176	-1.289
	M9	3.19	1.367	-.041	-1.285
			3.675	.817	-.549
Narcissism	N1	3.51	1.199	-.276	-1.063
	N2	3.86	1.120	-.809	-.334
	N3	3.57	1.188	-.405	-1.110
	N4	4.10	.933	-1.003	.681
	N5	4.31	.792	-1.292	2.471
	N6	4.34	.797	-1.497	3.163
	N7	3.26	1.354	-.284	-1.113
	N8	3.77	1.124	-.839	.009

The Relationship between Leader's Dark Triad Personality Traits and Workplace Relationship Quality

Dimensions	Measurement Item	Mean	Std. Deviation	Skewness	Kurtosis
	N9	3.76	1.173	-.712	-.547
		3.833.	.848	-.503	-.368
Psychopathy	P1	2.71	1.366	.419	-1.080
	P2	3.22	1.189	.270	-1.335
	P3	3.42	1.208	-.130	-1.302
	P4	2.93	1.323	.259	-1.250
	P5	2.77	1.514	.306	-1.408
	P6	3.43	1.353	-.310	-1.206
	P7	3.22	1.326	-.110	-1.227
	P8	2.75	1.472	.338	-1.321
	P9	3.22	1.403	-.259	-1.279
			3.076	1.039	.454

Source: prepared by the researcher based on SPSS analysis

Table (2) Descriptive Analysis of Workplace Relationship Quality

Dimensions	Measurement Item	Mean	Std. Deviation	Skewness	Kurtosis
supervisor subordinate relationship	SSR1	3.37	1.428	-.508	-1.146
	SSR2	3.03	1.355	-.243	-1.219
	SSR3	3.13	1.418	-.269	-1.288
	SSR4	2.73	1.384	.119	-1.372
	SSR5	2.88	1.370	-.070	-1.308
	SSR6	2.99	1.366	-.139	-1.228
	SSR7	2.86	1.434	.116	-1.352
	SSR8	3.03	1.463	-.106	-1.411
			3.0023	1.18927	-.372
coworker relationship	CWR1	3.93	1.383	-1.183	.094
	CWR2	3.74	1.342	-1.028	-.136
	CWR3	3.61	1.359	-.877	-.461
	CWR4	3.86	1.392	-1.186	.047
	CWR5	3.63	1.443	-.853	-.662
	CWR6	3.82	1.364	-1.108	-.046
	CWR7	3.65	1.355	-.936	-.339
	CWR8	3.59	1.399	-.879	-.533
	CWR9	3.82	1.421	-1.117	-.137
			3.7404	1.30520	-1.186

Source: prepared by the researcher based on SPSS analysis

4.3. Measurement model

Construct reliability, convergent, and discriminant validity are both tested using a measurement model to ensure that the measurements provide a sufficient level of internal accuracy. This study is based on statistics from a reflective

calculation model (Hair et al., 2014): In first, estimating individual item reliability using indicator loadings. Secondly, internal performance reliability is assessed using composite reliability and Cronbach's alpha. Thirdly, calculating the AVE to assess convergent validity. Finally, using the Fornell – Larcker criteria to evaluate discriminant validity.

Table (3) Measurement items loadings, Reliability and Convergent Validity Assessment

	Item Code	Factor Loading	Alpha	AVE	CR
Leader's Dark Triad Personality Trait					
Machiavellianism	M1	0.653	0.848	0.498	0.887
	M2	0.097			
	M3	0.409			
	M4	0.857			
	M5	0.819			
	M6	0.583			
	M7	0.807			
	M8	0.889			
	M9	0.832			
Narcissism	N1	0.684	0.921	0.619	0.935
	N2	0.859			
	N3	0.823			
	N4	0.808			
	N5	0.572			
	N6	0.813			
	N7	0.802			
	N8	0.850			

	Item Code	Factor Loading	Alpha	AVE	CR
	N9	0.825			
Psychopathy	P1	0.807	0.910	0.597	0.928
	P2	0.402			
	P3	0.707			
	P4	0.790			
	P5	0.878			
	P6	0.808			
	P7	0.740			
	P8	0.898			
	P9	0.813			
Workplace Relationship Quality					
Supervisor- subordinate relationship	SSR1	0.602	0.944	0.728	0.955
	SSR2	0.855			
	SSR3	0.851			
	SSR4	0.836			
	SSR5	0.894			
	SSR6	0.910			
	SSR7	0.893			
	SSR8	0.927			
Coworker relationship	CWR1	0.902	0.984	0.889	0.986
	CWR2	0.944			
	CWR3	0.945			
	CWR4	0.960			
	CWR5	0.943			
	CWR6	0.956			
	CWR7	0.958			
	CWR8	0.941			

	Item Code	Factor Loading	Alpha	AVE	CR
	CWR9	0.937			

Table (4) demonstrates that the square root of average variance recovered for each construct exceeds the variance shared with the other constructs, indicating discriminant validity (Hair et al., 2014).

Table (4) Factor Correlation Matrix with Square Root of AVE.

Sq. R. AVE	M	N	P	SSR	CWR
M	0.706				
N	0.793	0.787			
P	0.741	0.692	0.773		
SSR	-0.484	-0.459	-0.650	0.853	
CWR	-0.466	-0.394	-0.643	0.694	0.943

Source: Made by the researcher based on warp pls results

In table (4) **M** refers to Machiavellianism, **N** refers to Narcissism, **P** refers to Psychopathy, **SSR** refers to supervisor- subordinate relationship and **CWR** refers to coworker relationship.

4.4. Hypothesis testing

The findings of the study's hypotheses are shown in Table (5). The degree of impact of the independent latent variable on the dependent variable was measured using effect sizes (f^2).

Table (5) The Direct Effect of Leader's Dark Triad Personality Traits on Workplace Relationship Quality.

H	Predictor Variables	dependent Variables	Direct effect			Results
			Path Coefficients	P-Value	Effect size	
H1	Leader's Dark Triad Personality Traits	Workplace Relationship Quality.	-0.355	<0.001	0.205	accepted
H1a	Machiavellianism	Supervisor subordinate relationship	-0.142	0.003	0.077	accepted
H1a	Narcissism	Supervisor subordinate relationship	-0.049	0.167	0.024	refused
H1a	Psychopathy	Supervisor subordinate relationship	-0.345	<0.001	0.231	accepted
H1b	Machiavellianism	coworker relationship	0.065	0.100	0.034	refused

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H	Predictor Variables	dependent Variables	Direct effect			Results
			Path Coefficients	P-Value	Effect size	
H1b	Narcissism	coworker relationship	0.111	0.014	0.053	accepted
H1b	Psychopathy	coworker relationship	-0.391	<0.001	0.279	accepted

Source: Made by the researcher based on warp pls results

As shown in table (4.5.1.3), the hypothesis H1 is supported where Leader's Dark Triad Personality Traits ($\beta = -0.355$, $P < 0.001$; $f^2 = 0.205$) have a direct, negative, significant influence on Workplace Relationship Quality.

H1a is partially supported where Machiavellianism ($\beta = -0.142$, $P = 0.003$; $f^2 = 0.077$), Psychopathy ($\beta = -0.345$, $P < 0.001$; $f^2 = 0.231$) have a direct, negative, significant, influence on Supervisor subordinate Relationship. But Narcissism ($\beta = -0.049$, $P = 0.167$; $f^2 = 0.024$) has a direct, negative, non-significant, influence on Supervisor subordinate Relationship.

H1b is partially supported where Narcissism ($\beta = -0.111$, $P = 0.014$; $f^2 = 0.053$), Psychopathy ($\beta = -0.391$, $P < 0.001$; $f^2 = 0.279$) have a direct, negative, significant, influence on coworker Relationship. But Machiavellianism ($\beta = -0.056$, $P = 0.100$; $f^2 = 0.034$) has a direct, negative, non-significant, influence on coworker Relationship.

5. Discussion and Conclusion

The results noted that Dark Triad Personality Traits have a direct, negative, significant influence on Workplace Relationship Quality (Supervisor–subordinate relationship, Coworker Relationships). Dark triad personality traits can result in negative workplace interactions because those who have dark triad traits prioritize their own interests over those of others which leads to toxic social interactions (Krasikova et al., 2013). Seto and Davis (2021) argued that Psychopathy consistently predicted worse interpersonal relationship quality. The study is consistent with Kessler et al., (2010) and Schyns (2015) who stated that Machiavellianistic leaders have a manipulative personality. They might have good relationships with followers if they find that they can manipulate this person to their own advantage. However, in the longer run, a leader might not need the follower anymore and will then cut off the relationship, leading to a low-quality relationship from both perspectives. This supports the result that Machiavellianism has a direct, negative, significant, influence on Supervisor-subordinate Relationship.

The results concluded that Narcissism has a direct, negative, non-significant, influence on Supervisor-subordinate Relationship which is not in line with Siahaan and Utomo (2022) who revealed that the narcissism of a leader can affect the quality of leader–member exchange and the behavior of the voice of employees as narcissistic behavior promotes jealousies and unfair competition and it will also affect the relationship of Supervisor-subordinate within an organization so Supervisor and subordinate will have a lower quality of relationship. The followers

are unlikely to seek out a positive relationship with a leader have this trait (Schyns, 2015).

Leaders' dark triad personalities may damage the organization's performance based on disrupted interpersonal interactions within groups and hostile behavior that spreads throughout the organization (Palmer et al. 2020). Because leaders always represent the organization and act as role models for their employees, under the influence of a narcissistic leader, employees would see these damaging misconducts as personally acceptable and socially acceptable. Therefore, they would re-enforce and justify deviant behavior as less harmful behaviors. Thus, under a narcissistic leader's influence, the negative emotions and deviant behaviors will spread throughout the group (Zhang et al., 2018)

The results showed that machiavellianism has a direct, negative, non-significant, influence on coworker Relationship and not consistent with palmer et al.(2020) who stated that machiavellians are less trusting of others and prefer more authoritarian leadership and centralize decision which enable them to control and dominate others; this distrust of others, and need to control can lead to a deterioration in the quality of the team exchange over time. Narcissists have behaviors that can negatively affect team members' volition and prosocial behavior to the point where it hinders team performance (Feltz, 2015). The results showed that Narcissism have a direct, negative, significant, influence on coworker Relationship.

The current Study aimed to analyze the impact of leader's dark triad personality traits on workplace relationship in the context of Mansoura university hospitals' employees. Thus, a model containing these two constructs was developed based on the literature review. The study adopted the deductive approach, and the quantitative research method. The data collection instrument in the study was the questionnaire. The questionnaire was directed to Mansoura university hospitals' employees where 380 complete and valid questionnaires were collected. The measurement model showed an acceptable level of validity and reliability. Likewise, the structural model was developed and research hypotheses were tested, the results indicated that all of the research hypotheses were accepted. The findings indicate that leaders who have such Dark Triad personality traits affect the relationships and cooperation in the workplace.

5.1. Theoretical and practical implications

The study contributes to the understanding dark side of leadership and its impact on Deterioration of relationships in the workplace between the Supervisor and his/ her subordinates or even between the coworkers. The results highlighted that leader's dark triad personality have a significant negative effect on workplace relationship quality.

This study provides significant practical implications for the direct supervisors and top management of the Mansoura University hospitals.

- The study suggested that officials of Mansoura university hospitals should develop a tight mechanism for selecting leaders, this mechanism should include a set of guidelines and standards that guarantee the exclusion of people with toxic and aggressive behavior patterns toward others in the organization.
- Selecting administrative leaders who can create an ethical workplace that fosters productivity by building mutual trust with subordinates and not manipulate or ostracize their subordinates and take into consideration their personal goals.
- Moreover, the study suggested to help current and future leaders become more aware of the need to practice behaviors that support the ethical and human aspects through a series of training courses and workshops.
- The study encourage managers to treat subordinates well, not to make fun of them or ignore their opinions, but to take care of their interests, listen to their problems, and work toward finding solutions and their Career advancement should be linked to successful completion of these courses. Also, they must to make an effort to establish a workplace environment where employees value cooperating with one another.
- Organizational and social values should be existed in work environment in a way that fosters close relationships between coworkers and senior management. This necessitates confronting the opportunistic and

bureaucratic personalities there and holding the belief that personal interests can be served by organizational interests.

- Encouraging the development of a balance between one's own interests and those of others by adhering to moral principles that are considered the basis for organizing the interaction between the employee and other coworkers.
- The need to develop and implement practical steps to prevent the emergence and spread of the phenomenon of ostracism among employees within Mansoura university hospitals , the results of which proved that the main cause of this phenomena is some toxic behaviors practiced by the leaders. Therefore, leaders must work to communicate with workers and listen to their needs well .caring for achieving their goals, fulfilling their interests, and solving their problems.
- Finally, leaders should establish a system of rewards based on performance, sharing opinions and cooperating with others to enhance a workplace environment characterized by high quality relationships.

5.2. Limitations and Future Research

Although the current study has certain theoretical and practical implications that should be considered, there are still several limitations. As, the current study relied on a sample of employees at Mansoura university hospitals due to time and expense restrictions. So, future research could rely on a larger sample size from

various hospitals in different Egyptian Governorates or may compare between public sector and private sector hospitals.

On the other side, the current study used a questionnaire for testing the research hypotheses which provides cross-sectional data, which in turn resulted in not giving any indications about the changes in the research variables overtime. Thus, future studies can benefit from longitudinal study to observe the changes in workplace relationship quality as a result of the changes in the leader's dark triad traits.

Furthermore, future studies can examine the effect of any neutralizing moderators on the relationship between leader's dark triad traits and workplace relationship quality. According to literature, there are some moderators that can reduce that effect such as organizational trust and emotional intelligence.

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