

PSYCHOPATHY IN ORGANIZATIONAL CONTEXT: A QUALITATIVE ANALYSIS OF SMEs IN KARACHI

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ABSTRACT

Psychopaths are defined as callous, remorseless and manipulative individuals who lack empathy and conscience. Initially it is difficult to identify them because of their charming personality but when they are promoted to top positions their psychopathic behavior is more noticeable. They exhibit damaging effect on organization which needs to be studied in Pakistan. Current study is based on the exploratory research. Qualitative approach was adopted by conducting semi-structured interviews in the organizations of Karachi. Sample was collected through snowball sampling; seven individuals participated in the research. These interviews aimed at identifying the prevalence of psychopathic traits in the behavior of managers and their implications for organizations and employees. Many researchers have tried to identify corporate psychopaths and unveil the effects of such individuals on different variables like employee well-being, employee withdrawal and organization. The previous research on this subject is based in European and North American context; this research studied this subject in Pakistani context. This research supports the literature on corporate psychopathy by identifying psychopathic traits in managers of organizations in Karachi, Pakistan. This study also supports the implications of corporate psychopathy for organizations and employees found in the literature by identifying the effects these traits have on employees and organizations as reported by the employees.

INTRODUCTION

BACKGROUND

Psychopaths are defined as callous, remorseless and manipulative individuals who lack empathy and conscience. It is noted that it is not exactly clear whether psychopathy is caused by biological, physical, or environmental factors and it is hypothesized that it probably results from the interaction of all these factors (Hare 1994). Research has increasingly indicated that psychopaths may be affected by a neurophysiological factor and some areas and brain connections of the brains of psychopaths maybe underactive (Blair, Sellars, Strickland, Clark, Williams & Smith 1995). According to the common perception that has been built through depiction of psychopaths in media, psychopaths are people who commit terrible crimes and are more likely to be found in prisons. This is partially true because not all psychopaths commit crimes that would put them in prisons. Many of them exhibit their psychopathic traits in more subtle ways.

In his book *without conscience*, Robert Hare explains that according to the accepted legal and psychiatric standard psychopaths are not insane. Their acts are a result of cold and calculating rationality rather than that of a deranged mind (Hare 1993). In fact, psychopaths can have really charming personalities and an ability to appear normal or even friendly. They have the ability to put on masks and behave differently according to the person they are interacting with to appear more likeable to the person (Babiak & Hare 2006). This is why psychopaths are difficult to spot. In an organizational context, psychopaths can efficiently pave their way to success since their charm, cool decisiveness and sense of grandiosity can be mistaken for confidence and vision. Psychologists have hypothesized that psychopaths can cause serious damage to the organizations they inhabit. They do so by depleting the human resource of the organization by putting other employees in trouble and destroying their

emotional well-being (Hare 1999). They abuse employees, lie about them, humiliate them and blame them for their own mistakes. Hence, the employees, in an effort to reduce their exposure to such stressful behavior, withdraw from the organization. Not only do psychopaths destroy the emotional well-being of other employees, they also conduct business in an unethical way, for example, by claiming the work of others to be their own, giving employees unreasonable talks and sabotaging others' work (Babiak & Hare 2006).

PROBLEM STATEMENT

The damaging effects, exhibited by the employees or leaders in an organization having personality disorders, have been gaining attention of management psychologists and business academics in the recent years. These individuals who inhabit organizations are referred to as corporate psychopaths in order to differentiate them from other psychopaths. There are significant implications of corporate psychopathy for organizations. Management literature has also come to think of the understanding of personality disorders exhibited by some senior executives as a valid research topic for the success of organization (Goleman 1998; Goleman 2007). Many researchers have tried to identify corporate psychopaths and unveil the effects of such individuals on different variables like employee well-being, employee withdrawal and organization. Of all this literature, very limited studies have been conducted in Pakistan, calling for an urgent need to test the concept of corporate psychopathy in the organizations of Pakistan.

RESEARCH GAP

Among the dark triad of personality traits psychopath is the least researched area yet important subject to be discovered for the prosperity and well-being of employees and organizations. Literature review on corporate psychopaths suggests that there is lack of research publication in Pakistani context on bullying and corporate psychopaths (Ahmer, Yousafzai, Siddiqi, Faruqi, Khan & Zuberi, 2009). There is a good amount of research work on criminal psychopathy however corporate psychopathy is slightly less addressed subject in management journals (Taylor, 1964). Therefore our study will reduce this gap by conducting qualitative research to find out that whether there is a high prevalence of people with psychopathic in the organizations of Karachi,

Pakistan. Furthermore this study aims to link the existence of corporate psychopaths with negative influences on organization and employee efficiency.

SIGNIFICANCE OF RESEARCH

Corporate psychopaths are reported to be responsible to drain the organization's performance as they gain higher positions with their desire for control, status, and money (Boddy, 2005). Organization needs to identify the corporate psychopaths, hidden in the veil of charming and attractive personality to circumvent the downfall of an organization. Psychopaths tend to achieve higher posts in an organization without much difficulty; this is especially easier now due to continuously changing environment of organizations (Clarke, 10). Dr. Boddy mentioned in his research *the global financial theory* that the crises which we are facing today are created by corporate psychopaths with their power and authority, when promoted to higher positions in an organization (164).

This study intends to identify the existence of corporate psychopaths in the organizations of Karachi and its dire consequences. Moreover our research will give a broader view by linking it to negative influences on well-being of employees who are working under the supervision of such dark leaders. Employees who are welcomed to give their suggestions in terms of organization decisions are more likely to contribute fruitfully to organization, assuming that their suggestions are being valued (de Vries, Jehn & Terwel, 2012). Furthermore this research paper is significant to social environment, because corporate psychopaths are responsible to create the environment where employees do not feel comfortable and indirectly it influences the public surroundings. Immoral leaders produce immoral followers which successively make the corporation corrupt and at last society have to bear the consequences.

RESEARCH QUESTION

- How do employees perceive their managers in relation to psychopathic traits in Pakistani organizations?
- How are organizations affected by psychopathic traits?
- How are employees affected by the psychopathic traits?
- Do managers with psychopathic characteristics lead to any counterproductive work behaviors among employees?

SCOPE AND LIMITATIONS

Due to the sensitivity of topic it was difficult to obtain data from large number of individuals; obtaining data from larger number of people would have increased the accuracy of the results. Since this is a qualitative research, the contents of the collected data were more under the control of the respondent. Issues of confidentiality in presenting the findings can also arise.

LITERATURE REVIEW

Corporate psychopathy is recently catching enormous attention and is being discussed by many articles and research papers. With their care free and remorse less way to life (Hare, 1999) and their manipulative approach to represent themselves as the most charming personality make them toxic to organizations. Clive R. Boddy in his book corporate psychopathy organization destroyers reported that according to Professor Hare (1994) psychopathy is a disorder, with the combination of attributes which collectively generate the psychopathic profile. Colman (2001) identified them as rebellious and selfish personality and with their superficial charisma they can hide their properties which include obsessive lying, egotism, guiltless and lack of sympathy.

In the 1970s, Robert D Hare developed a diagnostic tool known as the Psychopathy Checklist-Revised (PCL-R) to rate a person's psychopathic tendencies. The checklist consists of 20 items which are rated on a three point scale depending on how well it fits the person being tested. A 0 score implies that the psychopathic traits do not apply at all, a rating of 1 implies that there is mixed information or the traits partially apply and a score of 2 implies that there is a considerably good match. This suggests that rather than the categorical existence, the checklist identifies the degree of psychopathy in the subject being tested. The Psychopathic Checklist-Revised (PCL-R) has become a gold standard in assessing psychopaths (Acheson 2005). This checklist is used in assessing individuals in prisons, court rooms and other institutions to identify the degree of their psychopathic traits to decide on the prison sentences and treatment the individuals being tested should receive. This suggests that it is heavily relied upon. It has been adopted by clinicians and researchers due to the significant predictive validity it has demonstrated (Acheson 2005).

However, PCL-R is more suited construct for the forensic populations as Hare warned that it should be used by qualified clinicians to make the diagnosis. As psychopathy in the workplace gained the attention of researchers, the lack of an assessment construct of psychopathy better adapted to the business/corporation world was felt to be hampering the research of corporate psychopathy. A tool named B-Scan-360 was developed better suited for assessment of psychopathy in the workplace which uses ratings of others for the assessment (Mathieu, Hare, Jones, Babiak & Neumann 2013). It was concluded that although more research is needed for the usage of B-Scan-360, it is an important step forward in the research of corporate psychopathy (Mathieu et al. 2013).

Psychopaths are fascinated by Fast-moving and intermediary organizations where there are possibilities of high remuneration, inspiring environment and perfect veil for their doubtful dealings (Andrew & Furniss, 2009) they are self-oriented and always get attracted by prestige and power. It is difficult to identify whether an individual is psychopath or not because they present themselves as munificent and amiable (Bakan, 2008). Professor Hare stated (Morse, 2004) that approximately 1% of the populations are psychopath who work in the organizations, and tend to achieve the executive posts with their charming façade.

Corporate psychopaths are always in the search of money and power so that they can accomplish their self-goals (utton, 2004) reported by a daily mail article, Psychopaths are found at the places where there is supremacy, status and capital (Hare). Researchers have revealed that there are high chances of the presence of psychopathic traits in business leaders, on the basis of such reviews Gudmundsson & Southey (2011) emphasized on the need of discovering more about the characteristics of psychopaths, particularly in the corporate sector to understand the similarity in top manager's behavior and psychopathic traits.

Literature on leadership suggests that organization's output and employee's efficiency is entirely dependent on the approach of managers to lead the team and to take organization's decision. Babiak delineated (Hipern, 2004) that psychopaths are capable of exhibiting the characteristics that are required by organizations and through their cunning and distorting approach they are able to represent them as perfect leader in a delightful charade. It is

difficult to identify the psychopaths during initial stage, Cleckley (1976) suggest that they can work effectively in organizations devoid of recognition because they are very good at portraying themselves as the most delightful, attractive and charming personality (Andrews & Furniss, 2009) afterwards when they reach at their desired position they are more likely to show their true image which includes remorseless, brutal, wicked and selfish attitude.

There are facts to illustrate that the individuals of dark triad personality traits are extremely toxic to their workplace and their colleagues (Boddy, 2010). Due to the presence of psychopathic behavioral traits, such peoples are more inclined to follow cruel, merciless and blithe approach (Boddy, 2006; Connelly et al., 2006; Hare, 1994) they are like parasites that slowly and gradually destroys the organizations.

Corporate psychopaths are not concerned about organization productivity and reputation, they work in a callous manner to achieve their goals and desires causing harm to the organization profitability and employee well-being. Ineffective management and leadership give rise to the pessimist outcomes in the workplace which cause the mental stress to its workers (Mathieu, Babiak, Jones, Neumann, & Hare, 2012). Such peoples with their discordant and troublesome actions show themselves as the antagonist of the organization's production and efficiency (Boddy, 2010). Employees can be more efficient and increase the productivity if they are provided with the comfortable environment to work which is not possible in the presence of these psychopaths who lack empathy and devastate employee's morale.

Previous researches show that there is direct connection between job satisfaction and existence of corporate psychopaths, which give rise to employee turnover. There is a significant difference in the employees behavior who work under the supervision of psychopath managers regarding withdrawals like they take longer vacations, make lame health related excuses, come late to work, than to those who work under the normal supervision (Boddy, 2011) and these turnovers cause great destruction to organizations.

Corporate psychopaths also own the characters of bullies, they are more inclined to humiliate and harass their subordinates to emphasize on their superiority and power. They don't miss any chance to be nasty to their employees and suppress their

voices, so that they can enjoy self-oriented profits regardless the organization success and reputation. There are pragmatic facts that propose bullying deeds disturb the employees mentally and physically, also negatively influence their welfare, comfort and social life (Einarsen, Zapf, Hoel, & Cooper, 2003) which make them unable to work efficiently. Due to the mental stress they cannot contribute positively to the organization's success. Narcissist, Machiavellian and psychopath effect the workplace unconstructively, they generate the atmosphere where quarrels, anti-production activities and maltreatment are usual and also encouraged (Boddy, 2013).

In the organization where managers possess the psychopathic traits, employees efficiency is more likely declined as they lose interest and motivation in work due to manager's ruthless, hardnosed, rude and discouraging behavior, on the contrary in the organization where employees are being valued and their suggestions are considered seriously make them more productive and efficient, they do hardcore struggle for organization success and profitability. Prior researches show that employee productivity, contentment, dedication and loyalty to organization is directly related to the kind of manager they come across in the workplace (Bacharach & Aiken, 1979; Lam, Hui & Law, 1999). According to Boddy, Ladyshevsky, and Galvin (2010) senior managers and directors have all the powers for taking ethical decisions for organization and for assessing the cultural environment of company.

Jhatial, Jariko, Tahrani and Jam (2013) worked on the psychopathy in management behavior in Pakistani context, this research paper continues to work in that background. They conducted the exploratory research by interviewing sixty managers on higher to lower posts including few employees, which give them the insight that there is the existence of psychopathic and bullying traits in their managers. Furthermore it was exemplified by the results of respondents that employees are not being cherished and are bound to say yes to their bosses.

Professor Robert Hare, famous for his work on corporate psychopathy, emphasized the importance of identifying corporate psychopaths and preventing the damage done by them by telling Jon Ronson, the author of the 2011 bestseller "The Psychopathic Test", that serial killer psychopaths destroy families whereas corporate, political and religious psychopaths destroy economies and societies. Robert

Hare said that if he were not studying psychopaths in prison he would be studying them in stock exchanges. Further research into the subject has also given some evidence that certain organizations might be more attractive for corporate psychopaths, like the financial organizations, than the others based on the potential rewards these organizations are likely to offer (Boddy, 2010).

Earlier in the twentieth century job switching was discouraged and large corporations were relatively stable with a slow change and employees were promoted gradually through corporate positions till they reached a position from which they could not be promoted any further due to lack of qualification for the position in question (Boddy, 2011). As job switching became more common, the association of organization's success or failure with any particular manager became more difficult (Boddy, 2011). As a result success can be claimed by those who can manipulate others into believing that the success belongs to them by using their manipulative and political skills (Boddy, 2011). This has resulted in an environment in which corporate psychopaths could thrive by claiming the success of the organization to be a result of their efforts; increasing the likelihood of corporate psychopaths to reach senior positions (Boddy, 2011).

The knowledge about the likelihood of corporate psychopaths to be found at senior positions in the organizations and their preference for working with the money of other people in financial organizations has gained attention of researchers in this context. Therefore, the damage done by corporate psychopaths in the financial organizations has been researched and hypothesized about. This research has also given rise to "The Corporate Psychopaths Theory of the Global Financial Crisis". In the paper of the same name by Clive R Boddy, he explained that the Corporate Psychopaths Theory of the Global Financial Crisis is that, the [banking] crisis is the result of corporate psychopaths rising to senior positions in financial corporations, where they influence the moral climate of the entire organization and have considerable power (Boddy, 2011). The paper concluded the Corporate Psychopaths Theory of the Global Financial Crisis to be considered highly relevant by management academics and recommended that further research be conducted that would study the moral reasoning aptitudes of the senior managers of financial institutions (Boddy,

2011). Hence, the financial sector is an important sector for research in corporate psychopathy.

There is also a negative relationship between corporate psychopaths and corporate social responsibility which was studied by Boddy, Ladyshevsky & Galvin (2010). In this research they sketched out the measures of corporate social responsibility and that of the organizational commitment to employees. It then outlined and described the results of a study conducted in 2008 in Australia among 346 employees, showing the negative effects of corporate psychopaths on the measures of corporate social responsibility and organizational commitment to employees. The presence of corporate psychopaths in leadership positions was linked to less likelihood of agreement among the employees that the organization conducted business in a socially responsible manner (Boddy et al, 2010). The presence of corporate psychopaths in leadership positions was also linked to less likelihood of agreement among the employees that the organization showed commitment to employees or appreciated them for the good work and rewarded them properly (Boddy et al, 2010).

In recent years, studies have also been trying to explore positive sides of psychopathy that can actually be productive for organizations. A study that assessed the relationship between entrepreneurship and subclinical psychopathy concluded that primary psychopathy, which is characterized by traits that are in accordance with the conceptualization of psychopath such as lack of empathy and remorse and shallow emotions (Cleckley, 1977), was found to be related to entrepreneurial abilities and tendencies (Akhtar, Ahmetoglu, & Premuzic 2013). On the other hand secondary psychopathy, which is characterized by greater anxiety, impulsiveness and lower score than primary psychopathy on PCL-R (Blackburn, 1998), was found to be unrelated to entrepreneurial abilities and tendencies (Akhtar et al. 2013).

After reviewing the theoretical speculations about psychopaths in workplace presented in the paper "The Dark Side of Management Decisions: Organizational Psychopaths", Clive R Boddy concluded that although evidence has supported many of the speculations about psychopaths in workplace, many other speculations are still unexplored (Boddy, 2015). While links have been established between corporate psychopathy, lowered corporate social responsibility and bullying, links between corporate psychopaths, fraud, corporate

failure and corporate failure are still under explored (Boddy, 2015). Therefore, further research along these lines is recommended (Boddy, 2015).

METHODOLOGY

INTRODUCTION

For the purpose of this research we are using qualitative approach, by conducting semi structured -interviews in the organizations of Karachi, further we will be using B-Scan-360 questions to collect the valid information from respondents about prevalence of psychopathic traits and their influence on organization. Due to the sensitivity of this topic we have chosen qualitative approach as it provides participants with the flexibility to answer in their words without being limited to a particular questionnaire.

The strength of qualitative research is its capability to give difficult textual details of people's experiences about given research issue.

RESEARCH PHILOSOPHY

The main focus of this research is to identify the prevalence of psychopathic traits and their influence on employee well-being and organization productivity. The nature of this research is Interpretivism.

RESEARCH APPROACH

Our research approach is inductive; it will be used to identify patterns through observations by conducting semi structured interviews in order to develop conclusive explanations.

RESEARCH STRATEGY

The strategy used for this research will be exploratory. Semi structured interviews will be conducted to gain primary data.

RESEARCH CHOICE

The research choice is based on phenomenology which a type of qualitative research.

TIME HORIZON

Our study is based on cross sectional time frame, limited to specific time frame of eight months.

RESEARCH TOOLS AND TECHNIQUES

RESEARCH TECHNIQUE

Primary data collection techniques would be used by conducting semi structured interviews that would be recorded and later transcribed for thematic analysis.

RESEARCH POPULATION

Our research population is the employees and managers of Organizations in Karachi, Pakistan. We have chosen this city because there are high chances

of prevalence of such behavioral traits which collectively make the profile of psychopaths.

RESEARCH SAMPLE SIZE

Research sample size consisted of 8-10 individuals from organizations in Karachi. We contacted 15 individuals via email; unfortunately we only got the response from 7 individuals.

TOOLS FOR ANALYSIS

Thematic analysis was used as interpretive tool for reporting the observations and impressions in a structured form.

FINDINGS

Manipulativeness, Charm, Self-Praise and Lack of Responsibility

Under Factor 1, which is categorized by manipulateness, charm, self-praise, and lack of responsibility on the part of the manager, the following themes emerged:

Uneasiness

Uneasiness emerged as a theme, encapsulating the interviewees' feelings of anxiety and discomfort. These feelings were reported by employees when their bosses were around.

- "When you feel your manager is a manipulator it makes you reserved and inactive." (Interviewee 1)
- "Employees have a feeling of uneasiness when you feel a manipulator boss is around." (Interviewee 2)

Discouragement

Employees also felt discouraged as they could not take a proactive approach in their work, having to wait for their boss' orders and feeling discouraged to use their own creativity.

- "In this environment, employees feel discouraged to be open and proactive. It has a negative impact on employee well-being; they suffer from depression." (Interviewee 4)

Failure to Contribute Productively

Another theme that emerged was the failure to contribute to productive results. Employees felt they could perform better but were unable to do so due to a lack of encouragement and fear of failure. This uneasiness was often reported in the presence of their bosses.

- "We hesitate to contribute productively due to the fear of failure." (Interviewee 1)

Since employees hesitate to be proactive out of fear of being abused and blamed by their bosses, they often opt for safe options instead of innovative ones, or they avoid making decisions to escape blame, causing delays.

- "Because employees are blamed if something goes wrong, they either choose the safest options, which lack innovation, or they simply don't make any decisions and wait for the manager to make even the smallest decision. This waiting also delays tasks." (Interviewee 5)

Lack of Motivation

A lack of motivation was another consequential theme. Because employees don't feel comfortable working for their managers and feel they are unable to contribute productively, they lack motivation. Employees don't take ownership of their work due to fear of their bosses and the inability to use their own creativity or make decisions.

- "This generates a lack of motivation and employees don't take ownership, which results in poor performance." (Interviewee 7)
- "We do not feel motivated to work for him." (Interviewee 6)

Unreliability, Impatience, Disloyalty, and Lack of Focus

Factor 2 describes the behavioral characteristics of managers, focusing on their loyalty to the organization and their patience in dealing with employees. Three themes emerged from this factor: Quality of Work, Lack of Attachment, and Lack of Innovation.

Quality of Work

Most employees mentioned their bosses as unreliable and impatient, expressing disappointment with this attitude because their bosses' unreliability delays important tasks.

- "His unreliability creates problems in work and affects work. People wait for every instruction in email so that he can't back out. This delays important tasks..." (Interviewee 5)

Participants further explained that this attitude impacts the quality of work since their boss is impatient and demands immediate results.

- "His impatience results in poor quality of work from employees as he is always in a hurry." (Interviewee 3)

When employees are pressured to complete tasks in unrealistic timeframes, they suffer from severe stress and are unable to concentrate on work productively.

- "Employees are pressurized for completing tasks in an unrealistic period of time, which puts employees in unnecessary stress and results in poor performance." (Interviewee 5)

Lack of Attachment

The second theme captures participants' intense feelings about their lack of attachment to the organization. Employees lose interest in their jobs due to the disloyalty and lack of focus from their bosses.

- "Employees lose trust in the organization." (Interviewee 1)

Another participant reported that they are demotivated by their boss's behavior, which reduces their interest in work and prompts them to search for better employment opportunities.

- "Employees are demotivated and don't want to work with the company; they switch for a better boss." (Interviewee 4)

Lack of Innovation

The third theme, Lack of Innovation, describes how employees' distrust of their bosses leads to resistance in presenting new and innovative ideas. Employees fear that if they fail, their impatient boss will not tolerate mistakes, making the organization less innovative.

- "The organization lacks innovation. He will always go for safe options, and if something goes wrong, he will blame subordinates." (Interviewee 5)

Remorselessness, Insensitivity, and Lack of Emotions

Factor 3, encompassing remorselessness, insensitivity, and lack of emotions, summarizes the participants' views on their manager's remorseless and insensitive behavior encountered in the workplace. The majority identified their bosses as insensitive, showing little concern for employees' feelings and emotions while making decisions. Two themes emerged in relation to this factor: Imposition and Dishonesty.

Imposition

Participants expressed feeling imposed upon by their managers:

- "He doesn't want to listen to 'no' and he doesn't allow time delays..." (Interviewee 2)

One participant found this attitude positive for the organization, as it helps complete tasks on time, but noted it significantly affects work quality. Employees start feeling controlled by their bosses, which pushes them to make excuses:

- "People start lying, taking vacations in the name of sick leaves." (Interviewee 3)

Employees also showed concern about the decline in work quality:

- "Sloppy work." (Interviewee 6)

Dishonesty

A corresponding theme that emerged was dishonesty. Respondents explained that due to an insensitive boss, they lose trust in the organization and managers, resulting in poor performance:

- "It impacts employees' work. Employees become dishonest with their manager and the organization because they feel the organization wouldn't understand their problems." (Interviewee 3)

Employees lose interest in their jobs and start searching for better bosses, which disrupts departmental stability and tarnishes the organization's reputation. This negative view spreads among other employees:

- "Employees often encourage others to switch jobs. They even use company internet to search for new jobs and attend interviews." (Interviewee 5)

One participant expressed that the insensitive behavior of his boss damages employee morale and self-esteem. They feel like their bosses manipulate and take advantage of them, caring only about having their orders followed, which hurts employees' feelings and causes distress:

- "We feel like we are being used and he takes advantage of us." (Interviewee 6)

Aggressiveness and Intimidation

Under Factor 4, which is characterized by aggressiveness and intimidation, the following themes were identified: Environment of Submissiveness and Time Management.

Environment of Submissiveness

The theme of submissiveness emerged in relation to traits such as aggressiveness and intimidation exhibited by bosses. Employees felt as if they were slaves instead of valued members of the organization. This resulted in their self-esteem being hurt, causing them to lose confidence in both the organization and themselves. The feelings captured in this theme are interrelated with those mentioned in previous themes of uneasiness and failure to contribute. This environment of submissiveness keeps employees from being proactive and taking initiative.

One interviewee explained that because their boss is so aggressive, it instills a slave mentality among employees, preventing them from working independently.

- "Employees become vulnerable and they cannot take a stand. They suffer from a slave mentality, unable to take actions on their own." (Interviewee 2)

Another interviewee expressed a similar sentiment, stating that they could not perform independently due to this environment of submissiveness.

- "We have a lack of confidence to perform independently." (Interviewee 1)

Time Management

Despite the negative aspects, employees believed that their bosses' aggressiveness contributed positively to time management and work quality. Some interviewees felt that this trait helped achieve organizational goals by ensuring that employees managed their time efficiently and improved their work quality.

One interviewee reported that the quality of being aggressive was necessary for getting work done, making organizational goals achievable.

- "He becomes aggressive; it makes the organizational goals achievable because this quality is important to get things done by people. It makes employees manage their time and improve their work quality." (Interviewee 6)

Another employee interpreted their boss's behavior as assertiveness rather than aggressiveness, believing it to have a positive impact on the organization.

- "He is assertive and it has a positive impact on the organization." (Interviewee 3)

DISCUSSION

Responses of individuals showed that bosses with psychopathic traits affect the employee well-being, work quality and organization environment.

As the literature suggests that employees can be more efficient and increase the productivity if they are provided with the comfortable environment to work which is not possible in the presence of these psychopaths who lack empathy and devastate employee's morale. The same was found to be true from the data collected through interviews as uneasiness felt by employees due to the psychopathic characteristics of their bosses emerged as a major theme in being the obstacle between productive work and employees.

This results of study conducted by Jhatial, Jariko, Tahrani and Jam (2013) were also verified, as it was exemplified by the results of this study employees are not being cherished and are bound to say yes to their bosses. Similar was found to be true through the findings of this study as employees felt they were slaves instead of being valued members and they felt they could not say no to their bosses under any circumstances.

Prior researches show that employee productivity, contentment, dedication and loyalty to organization is directly related to the kind of manager they come across in the workplace (Bacharach & Aiken, 1979; Lam, Hui & Law, 1999). The findings of this study support these previous researches as many participants who worked for managers that had psychopathic traits reported not being satisfied with the quality of work they produce which in turn instilled demotivation among the employees.

Participants under the supervision of unreliable and impatient bosses were unable to trust the organization and their boss which make them feel that they are not associated with the organization. They lose motivation to work with enthusiasm and feel pressurized as Dr. Boddy (2010) have mentioned in his research Corporate Psychopaths and organizational type that individuals from dark triad are dangerous for workplace and employees. With respect to the possession of remorseless and unreliability factor in bosses Majority of respondents talked about Quality of the work being affected. Bosses with such behavior lose the trust of their employees and they are mentally distressed due to which they cannot contribute productively.

Participants explained that when they see their boss indifferent to their feelings and emotions their

interest is reduced in work and they come up with counterproductive work behaviors like they fake sick leaves and enjoy the vacations we can relate this with the literature review where Dr. Boddy (2011) in Corporate Psychopaths: Organizational Destroyers. Have highlighted the significant difference in the employees behavior who work under the supervision of psychopath managers regarding withdrawals like they take longer vacations, make lame health related excuses, come late to work, than to those who work under the normal supervision.

CONCLUSION

This research makes a contribution to the literature on corporate psychopaths by studying managers with psychopathic characteristics in Pakistani context. This research supports the literature on corporate psychopathy by identifying psychopathic traits in managers of organizations in Karachi, Pakistan. This study also supports the implications of corporate psychopathy found in the literature by identifying the implications these traits have for employees and organizations as reported by the employees.

Semi structured interviews were conducted using B-Scan 360 as a guideline from 7 individuals working in different organizations in Karachi as middle managers and employees. These interviews aimed at identifying the prevalence of psychopathic traits in the behavior of managers and the implications for organizations and employees. Each factor of B-Scan 360 was considered separately and two to three themes were identified under each factor that explained the way organizations and employees are affected by managerial behavior that is categorized by psychopathic traits.

It was found that in organizations where managers possess psychopathic traits, employees feel uneasy, they lack confidence and cannot take a proactive approach in their work as they are afraid of being blamed and abused by their bosses if something goes wrong. Hence they do not feel ownership towards their work and organization. This results in lack of innovation in their work and a feeling of not being able to contribute productively to the organization among the employees. Many participants reported not being satisfied with the quality of work they produce as a result of all these factors. This consequentially instills demotivation among the employees. They have a lack of attachment to organization and a greater willingness to switch the organization. However, some participants also felt

some of the psychopathic traits in managers were necessary for getting work done by employees and making them manage their time.

RECOMMENDATION FOR FURTHER RESEARCH

Corporate psychopaths could have both good and bad implications for the organizations. According to Crawford, A. (2013) some psychology researchers stated the unemotional factor of managers positive towards the success of organization in stressed situations (Lilienfeld, S. O., Waldman, I. D., Landfield, K., et al., 2012). Studies in future should be conducted to find out whether the good outweighs the bad or vice versa with the large sample size to analyze the generalizability of the data. This would help to give the valid result about the corporate psychopathy and its implications. Further research could be done to contribute to the literature on business ethics and corporate psychopathy.

The current research was conducted in few organizations of Karachi with the smaller sample of individuals with the qualitative approach, the findings of the research cannot be applicable in other organizations. Academic community should focus on meticulous quantitative research by gathering massive data from large samples to give the conclusive theory about the performance of corporate psychopaths in Pakistan.

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