

Psychopathy

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Do Psychopathic Leaders Undermine Workplace Spirituality Influence on Altruistic Behavior Among Different Genders?"

Introduction

Altruistic employee behaviors, focused on aiding coworkers in effectively contributing to internal organizational functions, are pivotal in fostering a harmonious and productive workplace environment (Bui et al., 2021). These selfless actions encompass a myriad of supportive activities, such as offering assistance without expecting anything in return, actively listening to colleagues' concerns, and going above and beyond to ensure their success (Wang et al., 2023). By prioritizing the well-being and success of their coworkers, altruistic employees cultivate a culture of collaboration, trust, and reciprocity within the organization. Furthermore, these actions foster a feeling of togetherness and friendship among team members, resulting in higher morale and job fulfillment. Additionally, altruistic acts inspire others to emulate such behavior, creating a ripple effect that enhances workplace dynamics. Furthermore, by facilitating the success of their coworkers, altruistic employees contribute to the organization's efficiency, innovation, and overall success (Kaye et al., 2022). Ultimately, these acts of kindness and support strengthen interpersonal relationships and catalyze organizational growth and excellence.

Employees who work towards making their coworkers happier and healthier generally report higher happiness and intense feelings of purpose (Aboramadan & Kundi, 2023). By altruistically assisting others and witnessing the positive impact of their actions, these individuals derive a deep sense of satisfaction from knowing they have made a difference in someone else's life. This personal fulfillment stems from the intrinsic reward of knowing that their efforts have improved the working environment for their coworkers and contributed to their overall success and happiness. Additionally, experiencing the gratitude and appreciation of those they have helped further reinforces their sense of fulfillment. Such acts of kindness benefit the recipients and provide a source of emotional nourishment and purpose for the individuals who engage in them. Fostering a culture of mutual support and kindness enhances organizational effectiveness and enriches employees' lives by providing opportunities for personal growth and fulfillment.

Numerous factors, including individual characteristics like personality traits, values, and personal beliefs, have been identified in earlier research as having the potential to motivate employees to act altruistically on the job (Barrick et al., 2013). Personality traits like empathy, compassion, and agreeableness are often associated with a greater propensity for altruistic actions, as individuals with these characteristics are more inclined to consider the needs and well-being of others. Furthermore, personal values and beliefs, such as a strong sense of social responsibility or a commitment to ethical principles, can motivate employees to engage in altruistic behaviors. Additionally, factors such as job satisfaction, organizational culture, and perceived social norms play significant roles in influencing employee behavior. Employees who feel valued, supported, and respected within their organization are likelier to demonstrate altruism towards their coworkers (Lemmon & Wayne, 2015). Moreover, when altruistic behaviors are encouraged and rewarded within the organizational culture, employees are more inclined to engage in such actions. Overall, understanding the multifaceted nature of these factors can help organizations cultivate an environment that fosters and sustains altruistic behaviors among employees. Contextual factors also play a crucial role in influencing employee altruistic behavior, including aspects of the work environment, social dynamics, and organizational policies. The presence of supportive leadership and a positive organizational climate can significantly impact employees' willingness to engage in altruistic actions. When employees perceive their efforts to help others as valued and supported by management, they are more likely to exhibit altruistic behaviors. Strong

interpersonal relationships and a sense of community within the workplace can foster a culture of mutual aid and support, encouraging altruistic behavior among employees. Furthermore, organizational policies and practices, such as reward systems that recognize and incentivize cooperative behaviors, can promote a culture of altruism. Conversely, factors such as competitive work environments, excessive workload, or perceived injustice may inhibit employees' inclination to engage in altruistic actions. Hence, creating a conducive work environment that emphasizes collaboration, fairness, and mutual support is essential for fostering altruistic behavior among employees. According to Dennerlein & Kirkman (2022) employees may be less likely to participate in altruistic behaviors when exposed to stressful work environments, such as heavy workloads or abusive leadership. When employees are burdened with overwhelming tasks and responsibilities, they may prioritize managing their workload and coping with stress, leaving little energy or inclination to support their coworkers. Destructive leadership styles characterized by micromanagement, lack of trust, or abusive behavior can create a toxic work environment that undermines employees' sense of psychological safety and diminishes their willingness to extend help to others (Haider & Yean, 2023). In such environments, employees may feel pressured to protect themselves from further harm or retaliation, decreasing the likelihood of engaging in altruistic behaviors. Therefore, excessive workloads and destructive leadership can contribute to heightened stress levels and decreased morale, ultimately impeding employees' capacity for altruism and collaboration (Xia et al., 2019). Addressing these underlying issues is essential for fostering a supportive and conducive work environment where altruistic behaviors can flourish. Leader psychopathy is considered an attribute that is marked by anti-social conduct, disagreeableness, and uncooperative tendencies (Coleman, 2021). These executives frequently display egotism and manipulation, which have a substantial influence on the workplace environment. Additionally, they frequently using deception, coercion, and exploitation to manipulate those around them for personal gain. Their egotistical and manipulative behaviors can harm organizational culture and employee morale, creating a toxic work environment characterized by distrust, fear, and dysfunction. The main idea of the study is that a crucial factor that promotes altruistic behavior, particularly when dealing with resource-draining psychopathic leadership, stems from the personal resource of workplace spirituality. This proposition suggests that individuals who draw upon spiritual beliefs, values, and practices within the workplace are better equipped to maintain their sense of purpose, resilience, and compassion despite challenging leadership dynamics. Workplace spirituality is a source of inner strength and guidance, enabling employees to transcend negative influences and uphold their commitment to supporting others (Binu Raj et al., 2023). By fostering a sense of interconnectedness, empathy, and meaningfulness, workplace spirituality can counteract the detrimental effects of psychopathic leader and cultivate a culture of cooperation, kindness, and mutual support within the organization. Therefore, exploring the role of workplace spirituality as a protective factor against the negative impacts of psychopathic leader on altruistic behavior is crucial for understanding how individuals navigate and thrive in challenging organizational environments. This study explores how workplace spirituality can enhance employees' inclination to assist their colleagues, building upon existing research that primarily examines the adverse effects of destructive leadership styles on employee engagement in altruistic behaviors. Organizations may inevitably experience psychotism to a certain extent, whether as a result of inherent traits in leaders or intense external pressures to succeed. Thus, organizations must find strategies to harness employee resources to help them cope with destructive leadership styles. The Conservation of Resources (COR) theory indicates that employees' expectations of gaining or losing resources influence their work behavior (Chou et al., 2021). This theory emphasizes the importance of individuals' efforts to acquire, retain, and protect valuable resources such as time, energy, skills, and social support within the workplace. This perspective provides a framework for understanding how employees prioritize tasks, allocate their efforts, and respond to work-related demands based on their perceptions of resource availability and potential losses. A substantial personal resource, workplace spirituality, may improve altruistic behavior, especially in psychopathic leadership circumstances. The study of personality is indeed

valuable for examining psychological differences between genders. Researchers can explore how these traits manifest differently in males and females by understanding personality traits and tendencies. This exploration can shed light on various aspects, such as communication styles, coping mechanisms, and behavioral patterns, providing insights into individuals of different genders' unique experiences and challenges. Gender differences in personality traits are often defined by which gender tends to have higher average scores on a specific trait. On average, women tend to exhibit more loving, tender-minded, and altruistic behaviors than men. Examining the impact of psychopathic leadership on employees reveals a unique perspective. It suggests that exposure to resource-draining leadership can motivate employees to utilize their resources altruistically, driven by the anticipation of gaining significant resources through an improved work environment for themselves and their colleagues. This perspective explains how exposure to psychopathic leader can enhance the perceived value of a critical personal resource (workplace spirituality) in promoting altruism, particularly among employees, beyond the direct negative impact of destructive leadership on altruistic work behaviors.

Theoretical Background and Hypotheses Development

Workplace Spirituality and Employee Altruistic Behavior

The employee's experience of spirituality in the workplace is indeed referred to as workplace spirituality. This concept encompasses how individuals perceive and integrate spiritual or transcendent elements into their work lives. It involves seeking meaning, purpose, and connection within the work context, including mindfulness, compassion, and a sense of community. Mitroff & Denton (1999) defined workplace spirituality as exploring meaning, fulfillment, and belonging in one's professional life. It involves seeking deeper significance in the workplace's tasks, relationships, and contributions beyond material or career advancement goals.

Further, workplace spirituality recognizes that employees' spiritual beliefs and experiences can influence their attitudes, behaviors, and overall well-being. Workplace spirituality (WPS) enhances employees' self-transcendence values (Giacalone & Jurkiewicz, 2003). This relation means that it encourages employees to prioritize values that go beyond self-interest and focus on the well-being of others. As a result, employees are motivated to participate in activities that involve caring for others, whether helping colleagues, volunteering for community initiatives, or engaging in philanthropic endeavors. This emphasis on self-transcendence values fosters a sense of purpose, fulfillment, and interconnectedness among employees, ultimately contributing to a more positive and supportive work environment. Workplace spirituality (WPS) cultivates a sense of unity and connectedness among employees. This feeling of community motivates employees to engage in prosocial behaviors and demonstrate care for others in the workplace (Baker & Lee, 2020).

Consequently, they are inclined to go beyond their responsibilities and engage in altruistic actions. This emphasis on interconnectedness fosters a supportive and collaborative work environment where employees are inspired to contribute to the well-being of their colleagues and the organization. Van der Walt (2018) argues that workplace spirituality is a potent motivator and a source of vitality for both employees and organizations. It inspires employees to actively participate in altruistic action, prosocial initiatives, and actions aimed at promoting the welfare of others (Rocha & Pinheiro, 2021). Furthermore, spirituality can fuel a collective sense of purpose within organizations and drive employees to work toward the greater good, fostering a culture of compassion, collaboration, and social responsibility. Numerous studies have affirmed that the activation of concepts related to workplace spirituality has a positive impact on people's altruistic behavior (Hafeez et al, 2022; Yusof et al, 2018). This evidence suggests that when individuals are reminded of or engage with spiritual beliefs, values, or practices, they are more inclined to demonstrate kindness, generosity, and concern for the well-being of others. Such findings highlight spirituality's influential role in shaping employee positive behavior and fostering a sense of compassion and empathy towards others. We proposed that individuals with strong workplace spirituality tend to exhibit higher levels of altruism. This argument

suggests that when employees feel a deep sense of purpose and connection in their work environment, they are more likely to engage in behaviors that benefit others and the community, fostering a culture of compassion and social responsibility within the organization. The following hypothesis is formulated based on these discussions.

H1. Workplace Spirituality has a positive impact on Employee Altruistic Behavior

The Moderating Role of Leader Psychopathy

Workplace spirituality leading to increased altruistic behaviors may be more noticeable when employees are influenced by leaders displaying psychopathic characteristics. This condition is because psychopathic leaders often create toxic work environments characterized by manipulation, lack of empathy, and disregard for ethical considerations. In such environments, employees may seek solace in spiritual principles such as compassion, empathy, and interconnectedness to counteract the negative influence of their leaders. Embracing workplace spirituality can serve as a coping mechanism, empowering employees to maintain their morality and engage in altruistic behaviors despite the challenging circumstances (Jena, 2022). In essence, the juxtaposition of psychopathic leadership with workplace spirituality underscores the human capacity to transcend adversity and uphold positive values, ultimately fostering a culture of altruism and compassion within the organization.

Moreover, the integration of workplace spirituality serves as a coping mechanism for employees and cultivates a sense of resilience and moral fortitude. By anchoring themselves in spiritual principles, individuals can resist succumbing to the negative influence of psychopathic leaders and instead channel their energy towards constructive and altruistic endeavors. This shift towards altruism benefits individual well-being and contributes to organizational culture, fostering trust, collaboration, and collective efficacy. Therefore, despite the challenges posed by psychopathic leadership, the infusion of workplace spirituality empowers employees to uphold their values, navigate adversity, and ultimately inspire positive change within the workplace environment. According to COR theory, individuals with abundant resources are better equipped to navigate challenges and thrive despite adversity (Kossek & Perrigino, 2016). Therefore, by investing in workplace spirituality, employees safeguard their resources and accumulate additional reserves that enable them to withstand the detrimental effects of psychopathic leadership. This surplus of resources facilitates a proactive approach towards altruistic behaviors, as individuals feel empowered to contribute positively to their work environment despite obstacles. Integrating workplace spirituality within organizations mitigates the harmful effects of psychopathic leadership and fosters a culture of resourcefulness, resilience, and altruism. By replenishing and expanding their resource pool through spiritual principles, employees can effectively navigate adversity, inspire positive change, and collectively contribute to the organization's well-being (McKee et al, 2011).

Leaders who are manipulative, impulsive, and lack empathy may make it more beneficial for employees to use their workplace spirituality to assist others, hoping these acts of kindness will reciprocate (Malik et al, 2024). In environments characterized by such leadership traits, employees may perceive a lack of support and empathy from their superiors, leading them to seek alternative sources of fulfillment and assistance (Herbst, 2014). Embracing workplace spirituality allows individuals to tap into values like compassion, empathy, and interconnectedness, which can inspire them to extend help to their colleagues despite challenging circumstances. Moreover, without support from leader psychopathy, employees may rely on reciprocal relationships built on mutual aid and kindness within the workplace community. Therefore, by engaging in altruistic behaviors grounded in workplace spirituality, employees contribute to a positive work environment and foster a culture of reciprocity and support, enhancing overall organizational resilience and well-being.

H2: Higher levels of leader psychopathy strengthen the favorable association between workplace spirituality and employee altruism.

Moderating Role of Gender and Leader Psychopathy

Workplace spirituality, which encompasses principles of compassion, empathy, and interconnectedness, offers employees a framework to navigate challenging situations wrought by leaders exhibiting psychopathic traits (Lata & Chaudhary, 2021). In such environments, where leaders lack empathy, manipulate others, and disregard ethical considerations, employees may find solace and guidance in spiritual teachings, motivating them to extend support and aid to their colleagues despite adverse circumstances. Some studies have suggested that women exhibit higher levels of altruism than men, often attributed to socialization processes that encourage women to be more nurturing and empathetic (Salgado, 2018; Lilley, & Slonim, 2016; Rand et al., 2016). However, other research has found no significant gender differences in altruistic behavior or has even indicated that men may demonstrate equal or greater levels of altruism in specific contexts (Kamas et al., 2008; Heilman & Chen, 2005). The inconsistency in findings underscores the complexity of understanding gender differences in altruism, influenced by various factors such as cultural norms, societal expectations, and individual differences. Furthermore, the reliance on workplace spirituality to accommodate the adversity stemming from leader psychopathy may be particularly pronounced among women.

Despite the lack of evidence indicating gender differences in altruistic behavior in Organ and Ryan's (1995) meta-analysis, other researchers have explored the subject and proposed theoretical hypotheses for why women would be more likely to be altruistic than males. One prominent theoretical framework is based on evolutionary psychology, suggesting that women have evolved to prioritize caregiving and nurturing behaviors due to their historical roles as primary caregivers in traditional societies Burch, (2020). Additionally, socialization processes often reinforce stereotypical gender roles, with females being encouraged to be more empathetic and nurturing, while Males may be socialized towards assertiveness and competitiveness. These social and evolutionary factors may contribute to the perception that women are more naturally disposed toward altruistic behavior. Boschini et al., (2018) argued that gender roles might influence the performance of altruistic behavior. They hypothesized that the altruistic act would be perceived more frequently as embodying feminine stereotypes.

In comparison to males, such conduct would be anticipated by females. Altruistic actions are regarded as obligatory rather than discretionary for women. Further, female employees often exhibit a greater capacity for empathy towards the tension experienced by their colleagues in the face of unfavorable work conditions. Consequently, this heightened awareness motivates them to utilize their abilities to alleviate the associated distress. Likewise, compared to their male counterparts, female employees may be more inclined to exhibit altruistic behaviors to safeguard their colleagues against leader psychopathy when they experience emotions of empathy.

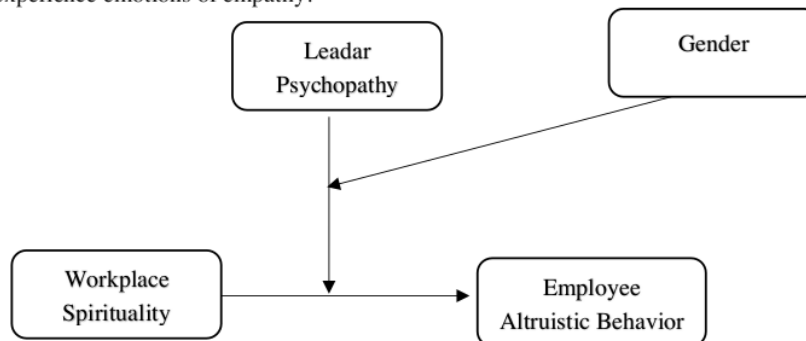


Figure 1. Proposed Theoretical Model

Consequently, women might exhibit an increased sensitivity towards how leaders of an organization engage with their subordinates, mainly when such conduct is interpreted as manipulative and

exploitative. When faced with such circumstances, women may be more likely to demonstrate their workplace spirituality through acts of assistance directed toward their peers. These behaviors may encompass providing direction, cultivating a workplace atmosphere of respect, or championing principles of equity and impartiality. By integrating workplace spirituality into their daily lives, women foster an environment founded upon principles of empathy, fairness, and dignity, consequently promoting unity and altruism among their peers. Hence, we hypothesized:

H3: There will be a three-way interaction between workplace spirituality, leader psychopathy, and gender in predicting employee altruistic behavior. Female employees who perceive workplace spirituality and have higher perceived leader psychopathy will have higher altruistic behavior compared to men.

Methodology

Sample and procedure

The items on the scale were translated into English for the study. The researchers sought the assistance of two experienced translators for back-translation, as Brislin (1970) suggested. We used a pre-screening survey with 20 participants to look for any ambiguities and make adjustments before administering the complete survey. The Indonesian Hotel and Restaurant Association reports that Banyumas is home to 7 hotels with a rating of three to five stars. Permission to perform the study was requested from the top management of 7 (3-star, 4-star, and 5-star) hotels through the research team's networks. A total of 5 hotels' upper management permitted their employees to participate in the research.

We administered three rounds of surveys to teachers to gather data for hypothesis testing. At Time 1, 300 employees were given a questionnaire to fill out to assess workplace spirituality and the control variable. 254 hotel employees have provided us with their feedback. At Time 2, ten days after the initial survey, we sent out a second questionnaire to those participants who had previously participated in the Time-1 survey. This second questionnaire addressed leader psychopathy. In total, 193 questionnaires were handed back to the researcher. After ten days, we asked the 193 respondent who completed surveys at Time 1 and Time 2 to rate their employee altruistic behavior at Time 3. 150 questionnaires were returned. A 50 % response rate was achieved with 138 employees in the valid sample. This outcome was attained by eliminating any information determined to be inaccurate or false, such as when all answers were identical. As a whole, the 138 workers had an average age of 38.2 (standard deviation= 9.78), 6.02 (standard deviation= 2.49) years of service to the company, and 5.95 (standard deviation= 2.63) years of service to their current supervisor.

Table 1. Sample Demographics Characteristic. (n=138)

Category	Distribution	n	Frequency (%)
Gender	Male	67	48.5 %
	Female	71	51.4 %
Age	22-30	45	32.6 %
	31-40	42	30.4%
	41-50	31	22.4%
	50-59	20	14.4%
Education Level	High School	98	71%
	Bachelor	40	28%

Category	Distribution	n	Frequency (%)
Tenure with Organization	2.0-3.0 years	46	33.3%
	4.0-6.0 years	34	24.6%
	7.0-8.0 years	28	20.2%
	9.0-≥10 years	30	21.7%
Tenure With Present Supervisor	2.0-3.0 years	36	26.0%
	4.0-6.0 years	72	52.1%
	7.0-8.0 years	26	18.8%
	9.0-≥10 years	4	0.28%

Measures

Workplace Spirituality. We utilized 21 questions to assess workplace spirituality across three dimensions (meaningful work, sense of community, and alignment of values) (see Table II), derived from Milliman et al. (2003). The Cronbach's alpha of the scale was 0.89.

Leaders' psychopathic traits were assessed by Jonason and Webster (2010). This 4-item scale for assessing leader psychopathy includes items such as, "My supervisor tends to lack remorse." The Cronbach's alpha of the scale was 0.87.

Employee Altruistic Behavior. A six-item scale was derived from Williams and Anderson (1991) to assess employee altruistic behavior. Samples included: Assists the supervisor with his/her work (when not asked). The Cronbach's alpha of the scale was 0.90.

Gender. Gender relies on a dummy variable (0 = male; 1 = female).

Analytical Procedure

Hierarchical regression analyses were employed to examine the hypothesized correlations. To mitigate the issue of potential multi-collinearity, the variables were first mean-centred before creating the interaction terms, as suggested by Aiken and West (1991). In this work, three models were involved in hierarchical regression. The first model included the leader's psychopathy, workplace spirituality and gender. The second model incorporates the interaction term between workplace spirituality and leader psychopathy. Model 3 incorporates the three-way interaction term of workplace spirituality × leader psychopathy × gender and the three fundamental two-way interactions.

Result

Table 1 displays the proposed variables' means, standard deviations, reliabilities, and correlations.

Table 2. Means, standard deviation, and correlation matrix

Variable	M	SD	1	2	3
Altruistic Behavior	3.820	.655			
Workplace Spirituality	3.294	.754	.170		
Leader Psychopathy	3.713	.772	.051	.078	
Gender	0.515	.646	.053	-.048	.061

Note: The values that appear on the diagonal are the square roots of the AVEs for their respective construct

Table 2. Regression Analysis (N = 138)

Category	Model 1	Model 2	Model 3
H ₁ = Workplace Spirituality	.145*	.123 [^]	.123 [^]
Leader Psychopathy	.004	-.032	-.041
Gender	.021	.028	.021
H ₂ : Workplace Spirituality x Leader Psychopathy		.232*	.272*
Workplace Spirituality x Gender			-.277
Leader Psychopathy x Gender			-.269*
H ₃ : Workplace Spirituality x Leader Psychopathy x Gender			.645
R ²	.017	.035	.070
R ² Change		.018*	.032*

Note : * $\rho < .05$; [^] $\rho < .10$

Model 1 provides evidence favoring the initial hypothesis (Hypothesis 1) that workplace spirituality enhances the probability of altruistic behavior among their colleagues. The analysis shows a positive correlation between workplace spirituality and altruistic behavior ($\beta = .145$, $p < .05$). According to Model 2, there is substantial evidence that leader psychopathy strengthens this positive link ($\beta = .232$, $p < .05$). This relationship becomes even stronger when workers work under leaders who prioritize their interests above those of their followers (Hypothesis 2). This role of leader psychopathy in setting things in motion is illustrated in Figure 2.

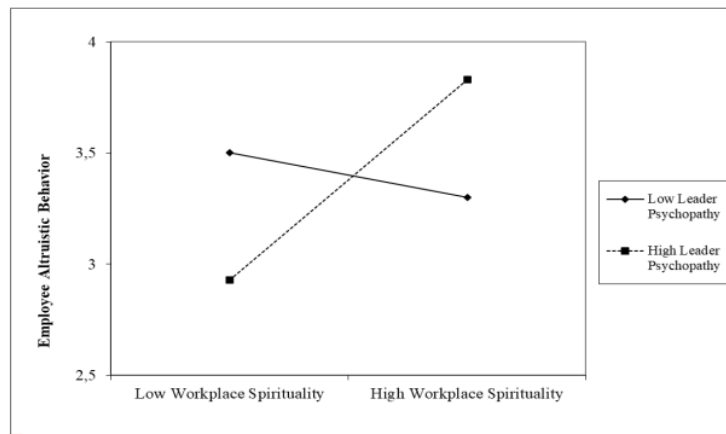
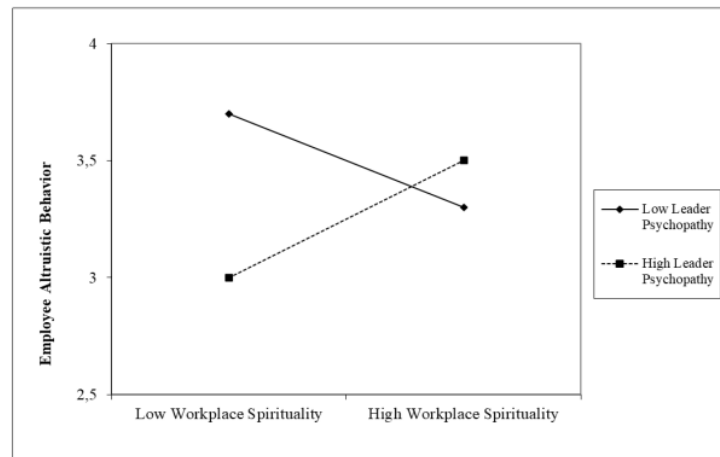


Figure 2: Moderating effect of leader psychopathy on the relationship between Workplace spirituality and altruistic behavior

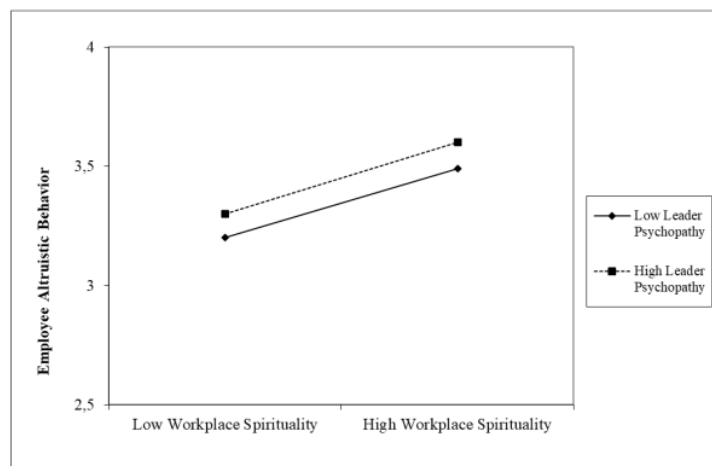
According to a basic slope analysis (Aiken & West, 1991), there is a substantial and significant correlation between workplace spirituality and altruistic behavior when leader psychopathy is high ($\beta = .411$, $p < .001$), but no significant correlation when leader psychopathy is low ($\beta = -.087$, ns), which supports Hypothesis 2. The findings also confirm a significant, three-way interaction impact between workplace spirituality, leader psychopathy, and gender, as

hypothesized in Hypothesis 3 (Model 3, $\beta = .620, p < .05$). The impact of leader psychopathy on the link between the workplace spirituality and altruistic behavior is more pronounced among women than to males.

Figure 3 illustrates the moderating effects of leader psychopathy, specifically among female employees, to provide a clearer understanding of the significance of gender. Within the group of male employees, the two lines are nearly parallel, indicating that men are less inclined to utilize their workplace spirituality to protect their coworkers from despotic leaders. On the other hand, female employees demonstrate a strong correlation between their workplace spirituality and their willingness to engage in altruistic behavior, particularly in the presence of a psychopathic leader



Model 1: Leader Psychopathy on workplace spirituality altruistic behavior for women.



Model 2: Leader Psychopathy on workplace spirituality–altruistic behavior relationship for men

This study examined the variations in slope between two circumstances of psychopathic leadership, as suggested by Dawson and Richter (2006). The results showed a statistically significant difference for women ($t = 3.161, p < .01$), supporting Hypothesis 3. However, among males, the difference was not statistically significant ($t = .051, ns$). Finally, a route model was used to determine the covariance between workplace spirituality and leader psychopathy traits, considering their interdependence. The signs and magnitudes of the hypothesized correlations were in line with those seen in the regression results presented in Table 2, verifying the findings' reliability and strength.

Table 4. Results of the direct relationship and mediation testing

Path	Hypothesis	β	C.R.	p-values	Status
Direct Effect					
SL->VEB	H1	.45	9.70	.000	Accepted
SL->HGP	H2	.26	5.71	.000	Accepted
SL->CTN	H3	.22	5.71	.000	Accepted
HGP->VEB	H4	.27	2.27	.003	Accepted
CTN->VEB	H5	.19	2.27	.023	Accepted

Discussion

We investigated the direct correlation between the psychopathic traits of the immediate management and the altruistic actions displayed by the followers. This study further elucidates the relationship between workplace spirituality and the likelihood of engaging in voluntary assistance towards their coworkers, particularly in work circumstances characterized by leadership trait that depletes their resources. While employees may find personal fulfillment and experiences of connectedness in helping others, it can also drain their energy, which could be better utilized for their work. Employees can better meet their regular job responsibilities and help their coworkers with altruistic activities for which there is no formal reward when they have a strong alignment of values. Therefore, the capacity and desire to participate in helping actions directed toward coworkers are both enhanced by workplace spirituality.

The existence of leader psychopathy amplifies the positive impact of workplace spirituality on encouraging altruistic behavior. Employees who strongly perceive a sense of community and alignment of values might feel obligated to offer peer support with such resource-draining leadership, which is especially helpful and satisfying when organizational leaders are self-centred and focused on their interests (Fulan, 2024). Consistent with other research, this moderating effect of leader psychopathy is associated with a negative correlation between distress-inducing leaders trait and employee altruistic behavior in the workplace. There is also a greater tendency for female employees to be more susceptible to the triggering role of leader psychopathy than their male counterparts. Female workers are often more loving and concerned about the well-being of their coworkers than their male counterparts. As a result, they are strongly motivated to apply their spiritual work principles to assist coworkers who may also be affected by psychopathic traits held by a leader.

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Theoretical Implications

The findings of this study involve several theoretical contributions. Bringing workplace spirituality into the research framework and investigating its links with employee altruistic behavior allowed this study to answer this acknowledged research need. Many studies indicate the link between spirituality and altruism. Much research demonstrates that spirituality is directly tied to altruistic actions of kindness, compassion, and charity toward others (Hussain et al.,2023; Erickson et al.,2022) Such findings highlight the role of spirituality in understanding and developing altruism in many circumstances. Altruistic conduct is when employees help others without expecting anything in return. This condition is an example of helping a coworker with a task, supporting them during difficult times, or volunteering for additional labor to aid the team or organization.

Second, this study expands traditional leadership theories by suggesting that negative leadership traits, such as psychopathy, can paradoxically enhance the effects of positive organizational values like workplace spirituality. Conventional beliefs that psychopathic leadership is always harmful are called into question by this result. While previous research, such as Boddy, (2017) and Barelds et al (2022) has documented the detrimental impacts of psychopathic leaders, this study provides a more nuanced perspective, showing that under certain conditions, these leaders can inadvertently foster positive employee behaviors. The research provides insights into the mechanisms driving employee altruism. It suggests that in the presence of psychopathic leaders, employees with strong spiritual values may feel a greater sense of responsibility to support their colleagues. This finding supports the work of Sun et al (2024), who found that prosocial motivation can be heightened in challenging environments. The study indicates that workplace spirituality can amplify this motivation, leading to increased altruistic behavior even under adverse leadership.

This study advances gender studies within organizational behavior by demonstrating that female employees exhibit higher levels of altruistic behavior in response to workplace spirituality and perceived leader psychopathy compared to their male counterparts. Previous research, such as Obioma et al (2022), has indicated that women are often more communal and nurturing in workplace settings. This study builds on that foundation by showing that these gender-based tendencies are amplified in environments where workplace spirituality and psychopathic leadership intersect. The findings deepen our understanding of workplace spirituality by illustrating its differential impact based on gender. It suggests that women may derive more strength and motivation from spiritual values in the workplace, particularly in the face of challenging leadership. This result aligns with the work of Ozcan et al (2021), who posited that spirituality can be a critical coping mechanism. The study extends this idea by highlighting that the coping benefits of spirituality are more pronounced for women, leading to greater altruistic behavior.

Managerial Implication

Destructive leadership qualities, which prioritize the advantages of leaders at the expense of the well-being of followers, may lead to significant stress among employees. Businesses need to take all necessary steps to prevent the emergence of such traits. Organizations should enhance their hiring processes to identify potential leaders with destructive characteristics. Completing exhaustive background checks, psychiatric evaluations, and behavior-based interviews are all methods that might be utilized to accomplish this goal. To limit the risk of recruiting individuals who may display toxic leadership characteristics, companies can lower

the likelihood of employing applicants by conducting extensive background checks. Leadership development programs should focus on fostering emotional intelligence, empathy, and ethical decision-making. Regular training sessions, workshops, and coaching can help leaders understand the impact of their behavior on employees and encourage them to prioritize the well-being of their team members.

Additionally, promoting a culture of continuous learning and self-awareness can help leaders recognize and address their destructive tendencies. Further, organizations should develop and enforce a robust code of ethics that clearly outlines acceptable and unacceptable behaviors for leaders. Organizations can create an environment where employees feel safe and valued by promoting ethical behavior and holding leaders accountable for their actions.

However, it may be inevitable that those in leadership positions exhibit certain psychopathic traits. This study demonstrates that workplace spirituality is a significant catalyst for employees to voluntarily assist their colleagues with job tasks, even without formal incentives, when leader psychopathic behavior cannot be entirely prevented. Hence, this condition creates a collaborative environment where teamwork and mutual respect are prioritized. The sense of community and shared purpose can mitigate the divisive tactics often employed by psychopathic leaders. Additionally, when workplace spirituality is fostered, employees are more likely to feel a sense of belonging and alignment with the organization's values, which can counteract the negative effects of psychopathic leadership.

The insight that workplace spirituality can mitigate the negative impacts of psychopathic leadership has significant implications for organizational recruitment strategies. In the context of hiring and talent acquisition, organizations can leverage this understanding to create a more supportive and ethically aligned work environment. When recruiting for leadership positions, organizations should prioritize candidates who demonstrate strong ethical values and compassionate behavior. Traditional metrics such as experience and technical skills are essential, but they should be complemented by assessing the candidate's interpersonal and moral qualities. Methods like behavioral interviews, situational judgment tests, and reference checks can help with this by asking candidates about their empathy, honesty, and teamwork skills. By emphasizing these qualities, organizations can reduce the risk of hiring leaders with psychopathic tendencies, thereby creating a healthier workplace culture from the top down. Recruitment processes should communicate the organization's commitment to workplace spirituality and ethical behavior. The interview process, corporate literature, and job descriptions can all reflect this. As a company, we believe in communicating our core values—including compassion, respect, and collaboration—to prospective workers and showing them how these principles permeate our work. By doing so, organizations attract candidates who align with these values and are likely to contribute positively to the workplace culture. This alignment helps build a cohesive and motivated workforce that resonates with the organization's mission and spiritual framework. Recruitment strategies should be continuously evaluated and improved based on feedback from candidates and new hires. Gathering insights into their recruitment experience and initial impressions of the workplace culture can provide valuable information for refining the process. This feedback loop ensures that the organization remains committed to its values and continually enhances its recruitment practices to attract better and retain the right talent.

Limitation

Our study's sample was limited to hotels in Indonesia's Banyumas Region, which raises concerns about the study's external validity. Because consensus can only be reached by gathering information from a more representative mix of samples, we share the existing findings as a foundation for additional study. Using hotel samples from diverse economies, we propose empirical research on the link between workplace spirituality and altruistic behavior. Another constraint arises from using cross-sectional data since it only allows for establishing associations, not causal links. Longitudinal research might identify the causal relationship between workplace spirituality and increased altruistic behavior.

Furthermore, examining a particular leadership behavior that depletes resources, such as leader psychopathy, opens up possibilities for investigating other detrimental leadership traits that could also enhance the positive relationship between workplace spirituality and altruistic behavior. Such behaviour includes leader narcissism (Zellars et al., 2002) or machiavellianism (Buch et al., 2015). In addition, other contextual factors can contribute to applying workplace spirituality to altruistic behaviors. These factors include psychological contract violation and excessive work demands. The proposed gender role hypothesis is based on the understanding that women exhibit caring behavior in their interactions with peers. This condition includes their inclination to express their emotions when they witness unfavorable work conditions that pose a threat to others, as well as personal fulfilment in safeguarding colleagues from leader psychopathy. These parameters should be measured clearly, and their relative importance should be determined by ongoing study. The gender of the company's top executive may also be an essential consideration. Cultural norms in Indonesia indicate that men are expected to have a dominant role.

Conclusion

This study aims to enhance existing research by examining the influence of workplace spirituality on the prediction of altruistic behavior in the context of leader psychopathy. The probability of employees utilizing their satisfaction and sense of connection to assist others willingly is heightened when they are exposed to leaders who display indifference towards their subordinates. The function of psychopathic behavior is more pronounced among female compared to male employees. Findings from this study provide light on how spirituality in the workplace, which is a common source among employees, might increase their propensity to willingly provide a helping hand to their coworkers. By fostering a deep understanding of spiritual connection and meaning at work, employees may become more motivated and capable of exceeding the expectations set by their formal job descriptions. Workplace spirituality fosters a setting where individuals are motivated by a collective sense of purpose, resulting in increased collaboration and a heightened dedication to assisting others. This increased propensity to aid colleagues extends beyond simple adherence, indicating a more profound involvement in their positions and an ambition to contribute to the corporate ethos. The sense of fulfilment and alignment with their values can drive employees to invest more in their relationships and the team's overall success. These mechanisms are more readily activated when employees are subjected to the behavior of leaders who drain resources, such as those exhibiting psychopathic traits. This effect is particularly pronounced among female employees. When faced with the detrimental impact of a psychopathic leader, employees, especially women, may find their resources, such as emotional resilience and coping strategies, depleted more quickly. This circumstance can lead to heightened stress and a greater need for support and solidarity among coworkers. Female employees, who often bear the brunt of such toxic

leadership, might be more sensitive to these behaviors, resulting in a stronger reliance on workplace relationships and personal values to navigate the challenges. The increased exposure to resource-draining leadership exacerbates employees' difficulties and underscores the importance of fostering a supportive work environment. This environment can mitigate the negative effects of toxic leadership traits and promote resilience, particularly among those who are most vulnerable.

These findings offer a crucial understanding of the circumstances under which workplace spirituality can encourage employee altruistic behaviour. Specifically, the research highlights that employees who experience a strong sense of purpose and spiritual connection in their work environment are more inclined to engage in selfless acts, such as helping their coworkers without expecting anything in return. This inclination is particularly evident in challenging situations, where employees may turn to their spiritual beliefs as a source of strength and guidance. Workplace spirituality can foster a sense of community and shared values, motivating employees to support one another and creating a more cohesive and compassionate work environment. By nurturing these spiritual aspects, organizations can promote positive behaviors contribute to team success and well-being.

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