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**ARTIKEL JURNAL INTERNASIONAL BEREPUTASI**

Judul Arikel	:	From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics
Jurnal	:	Društvena istraživanja
Penulis	:	Aneu Yulianeu, Faizal Wihuda, Arief Adhy Kurniawan

No	Perihal	Tanggal
1	Journal registration	3 Feb 2024
2	Submission Acknowledgement	3 Feb 2024
3	Review of Manuscript (1 round)	12 Sept 2024
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7	Publish Vol 33 no 4 ( 2024 ): 155	Desember 2024

## BUKTI 1 Journal Registration

12/14/24, 6:12 AM

Gmail - [DI] Journal Registration



Aneu Yulianeu <anjusu09@gmail.com>

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### [DI] Journal Registration

1 pesan

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Iva Šverko <iva.sverko@pilar.hr>  
Kepada: Dr Aneu Yulianeu <anjusu09@gmail.com>

3 Februari 2024 pukul 09.18

Dr Aneu Yulianeu

You have now been registered as a user with Društvena istraživanja. We have included your username and password in this email, which are needed for all work with this journal through its website. At any point, you can ask to be removed from the journal's list of users by contacting me.

Username: jurnal2024  
Password: anjusu09

Thank you,  
Iva Šverko  
Društvena istraživanja: Journal for General Social Issues

## BUKTI 2 Submission Acknowledgement

12/14/24, 6:13 AM

Gmail - [DI] Submission Acknowledgement



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### [DI] Submission Acknowledgement

1 pesan

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Iva Šverko <iva.sverko@pilar.hr>

3 Februari 2024 pukul 09.31

Kepada: Dr Aneu Yulianeu <anjusu09@gmail.com>

Dr Aneu Yulianeu:

Thank you for submitting the manuscript, "From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics" to Društvena istraživanja. With the online journal management system that we are using, you will be able to track its progress through the editorial process by logging in to the journal web site:

Manuscript URL:

<https://drustvena-istrazivanja.pilar.hr/index.php/drustvena-istrazivanja/author/submission/3255>

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If you have any questions, please contact me. Thank you for considering this journal as a venue for your work.

Iva Šverko  
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Društvena istraživanja: Journal for General Social Issues

**BUKTI 3 Review of Manuscript (1 round)**



Aneu Yulianeu &lt;anjusu09@gmail.com&gt;

**[DI] Reviews of the manuscript (1. round)**

5 pesan

Vlatka Venos <vlatka.venos@pilar.hr>  
Kepada: Dr Aneu Yulianeu <anjusu09@gmail.com>

29 Mei 2024 pukul 18.41

Dear Dr. Yulianeu,

We recently received three reviews for your paper "From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics" (authors: Aneu Yulianeu, Faizal Wihuda, Arief Adhy Kurniawan).

Your work has the potential to be published in the *Društvena istraživanja*. The topic of the research is interesting, and the results you obtained have clear theoretical and practical implications, which were recognized by reviewers who provided valuable feedback. However, as you will see from the reviewers' comments, the paper need to be improved to meet publication standards.

This primarily refers to the improvement of the literature review with new research in the field, as well as a clearer presentation of the research method. Please also describe in more detail the instruments used (what exactly they measure, how the translation was made, what are their psychometric characteristics). Also state and explain comments related to some methodological aspects of the research design, which you cannot modify, as part of the Discussion in the Limitations and Future Directions section. Please go through the issues raised by the reviewers and prepare a revised version of your manuscript, along with a separate document with response to reviewers.

Clearly show the revisions in the text, either with a different color text or by highlighting the changes.

Also, make sure you do that without exceeding the existing word limit (max. 7000).


We are looking forward to receiving a new version of your manuscript, if possible, in 45 days.

Best wishes,

Dr.sc. Iva Černja Rajter, Associate Editor

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Društvena istraživanja: Journal for General Social Issues

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22KAneu Yulianeu <anjusu09@gmail.com>  
Kepada: Vlatka Venos <vlatka.venos@pilar.hr>

12 Juli 2024 pukul 09.12

Dear Editor and Reviewer,

<https://mail.google.com/mail/u/0/?ik=5e9cfb4237&view=pt&search=all&permthid=thread-f:1800387027458460761&simpl=msg-f:18003870274584...> 1/3

## Review A (1. round)

### Title: From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics

I have read the paper entitled „ From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics“. The topic is very interesting, the analyses are appropriate, and the obtained results have clear theoretical and practical implications. However, before it is published in Društvena istraživanja, some minor adjustments need to be made.

1. p. 1 - The transition in the introductory part to destructive Leadership isn't satisfactory for me. This transition needs to be clearer and more gradual. This also applies to the rationale (theoretical foundation) and motivation for linking leaders' psychopathy and employee expediency, as well as the mediating role of moral disengagement and organizational cynicism, which is not clear. In general, the transitions to the constructs to be examined in the study are not good. It's not clear why these constructs were chosen specifically. The way it's written makes it seem as though the theoretical framework and rationale for the research are based on constructs that someone chose and had to fit in, rather than starting from a theoretical foundation and previous research to select the constructs based on them. In my opinion, this is the biggest drawback of this study.
2. p. 2 – It states "This leadership style," referring to the psychopathic leader. That is not a leadership style.
3. p. 4 – It is stated „The hypotheses were confirmed“. They are not „confirmed“, but „tested“.
4. The introductory part of the sample and procedure (first paragraph) should go into the introduction. It should be explained there why this sample was chosen, as it is a specific sample.
5. Did the authors conduct attrition analysis - have they analyzed whether participants who dropped out (did not participate in one of two of the remaining two points) differed?
6. A comment on the obtained average values (Ms) and SDs presented in Table 1 is missing.
7. p. 9 - At the end of the results, in the final analysis in the text, the variables are not properly named. "SL" was used instead of "LP" and "EC" instead of "EE".
8. There is a lack of an introduction to the discussion.
9. From the sentence "Regarding Hypothesis 2, we discovered that the association between leader psychopathy and employee expediency is mediated by organizational cynicism. Previous studies have not found any evidence to support the hypothesis that organizational cynicism mediates leader psychopathy and employee expediency;" it is unclear whether they investigated and it was not confirmed, or it has not been investigated at all so far.
10. Minor spelling mistakes – needs English proofing

## Review B (1. round)

### Title: From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics

The topic is interesting and aims at dispositional and situational cues that impact the relationship between the leader and subordinates, as well as various organizational and work performance outcomes. However, there are certain important information and limitations that have been omitted or neglected to report and take into account.

Firstly, a leader's psychopathy was measured as perceived leader's psychopathy since employees rated their leaders. It is important to acknowledge this difference because self-reports and peer ratings can differ in terms of construct validity, which could especially be the case in an organizational setting. Furthermore, the leader's psychopathy was measured using a four-item scale which has reliability above .90. Although It is recommended to use reliable scales when using short-form scales for measuring multifacet constructs one should take serious consideration regarding the representation of the construct in the matter. Secondly, dispositional factors (e.g. employee dark personality traits, integrity, etc.) and situational factors (e.g. organizational climate, organizational culture, etc.) weren't controlled for which is a serious limitation since both have important implications on employee organizational behavior, including the behavior tested in the proposed model. Therefore, the tested model and its findings could have other underlying relationships and constructs, leaving the proposed and tested relationships insignificant or misleading. Furthermore, when incorporating theoretical approaches and proposing a model, It should be taken into account the significance, reliability, and validity of previous findings, as well as the research domain (in this case organizational psychology). Also, when data is collected in a specific industry and specific cultural context, one should be cautious with generalizing obtained findings, especially when dealing with relatively small samples.

Regarding methodology and instruments, when describing instruments used in the research, initial reliabilities should be reported. Also, since participants differ regarding education and time spent in the organization, the information on their position in the (managerial) hierarchy should be noted and taken into account, as well as the difference in organizations participants work for. Also, the aim of the study as well as the hypotheses should be noted after the introduction.

### Review C (1. round)

#### **Title: From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics**

The manuscript entitled "From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics" investigated the relationship between perceived leader's psychopathy and employee expediency, and the mediating roles of employee's organizational cynicism and moral disengagement on a sample of 282 hotel employees in Indonesia. The results of the structural equation modelling showed that perceived leader's psychopathy has a positive direct and indirect effect on employee expediency through both organizational cynicism and moral disengagement and employee expediency.

The study is interesting, and its findings are valuable; however, I see some issues that need to be addressed prior to considering this manuscript for publication. My comments are primarily aimed at enhancing the clarity and enriching the manuscript with relevant studies on similar topics. Thus, I believe it is important to highlight in the manuscript that it is dealing with leader psychopathy perceived by their employees. Moreover, I strongly advise providing a reflection on existing literature regarding psychopathy and leadership (for example, seminal book Babiak, P., Hare, R. D., & McLaren, T. (2007). *Snakes in suits: When psychopaths go to work*. New York: Harper, or papers such as Landay, K., Harms, P. D., & Credé, M. (2019). Shall we serve the dark lords? A meta-analytic review of psychopathy and leadership. *Journal of Applied Psychology*, 104(1), 183–196. <https://doi.org/10.1037/apl0000357>) instead of dealing with the Dark Triad concept. Given the abundance of literature on psychopathy and leadership, I was wondering why the author(s) introduced the Dark Triad concept in the introduction (I advise replacing this part with more relevant literature review) and realized from the methods section that they used psychopathy subscale from the short measure of Dark Triad, which is not specified in the manuscript. This should be corrected, the rationale for use of this measure should be provided and a reflection that this might not be an adequate measure of psychopathy (see Miller, J. D., Few, L. R., Seibert, L. A., Watts, A., Zeichner, A., & Lynam, D. R. (2012). An examination of the Dirty Dozen measure of psychopathy: A cautionary tale about the costs of brief measures. *Psychological Assessment*, 24(4), 1048–1053. <https://doi.org/10.1037/a0028583>) should be placed in the discussion.

The first part of methods section (dealing with rationales for using sample from hospitality industry in Indonesia) should be integrated into the introduction.

In the sample section, it is specified that employees assessed the leader's psychopathy – it would be good to specify how was "the leader" operationalized in the questionnaire and who exactly were the employees assessing, I don't see the need for sample characteristic table, as this can be integrated in the text (i.e., there is already the information on average participants' age, the tenure within the organization, and with the present supervisor - were these open-ended questions or categories as presented in Table 1? And the information on % of one of the genders could be provided in the text).

Regarding the procedure, it is unclear why was the data collection organized in three separate time points when it could have been collected all at once – this should be justified.

Was this study reviewed and approved by an institutional review board?

It is stated that all the instruments were translated to Indonesian – if this was the first use of these instruments in Indonesian context, please provide more details on the translation process (i.e., how many translators were there, how were the possible inconsistencies handled, was there some



pilot-testing, etc.). Moreover, I highly recommend adding the information on respective Cronbach's alphas in instrumentation section.

In the Measurement model assessment section, there is mention of convergent, discriminant and construct validity, and it seems to me that these concepts are out of context here. I highly advise checking the meaning of these concepts and replacing them accordingly.

Please specify how exactly were the control variables controlled for.

In presentation of results, please follow APA recommendations both in tables (e.g., number of decimal places) and text (e.g., *p*-values, if below .001 should be reported as  $p < .001$ ). In Table 1. (the second one - please check the table's numbering and referencing in the text - there is mention of Table V) information on how the gender was coded should be provided, and the numbers before variables should be added (so the numbers in the heading row are meaningful). What are the meanings of abbreviations in Figure 1, what coefficients are presented, and the title of the Figure should be in accordance with APA recommendations (i.e., the model should be specified).

As Hypothesis 1 involves correlation, I recommend providing a reflection on bivariate correlations as well.

I highly recommend starting the discussion section with the reminder on what the aims of the study were. It would be good to point out how exactly the "findings are consistent with their arguments". I would have expected to see the comparison of the obtained results with results from similar studies from other countries in the discussion, and I highly advise enriching the manuscript with such comparisons. In the end, I recommend providing a short conclusion.

Minor issue:

Please check that the reference list is in accordance with APA recommendations (e.g., use of italics, capital letters, etc.).

12/14/24, 8:13 AM

Gmail - [D] Reviews of the manuscript (1. round)

Thank you very much for your guidance and valuable feedback on our manuscript. We greatly appreciate your time and effort to provide such detailed and insightful comments.

Please do not hesitate to contact us if you need further revisions or clarifications. We are more than willing to make the necessary adjustments to improve the quality of the manuscript.

However, We would like to bring to your attention the challenge we are facing regarding the word limit of 7000 words. The additional input and suggestions may increase the word count, making adhering to the specified limit challenging. We would appreciate any advice or flexibility you could offer on this matter.

Thank you once again for your support and understanding.


Best regards,


[Aneu Yulianeu on Behalf of all Authors]

[Kutipan teks disembunyikan]

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2 lampiran

 Leader psychopathy and Employee expediencyReview.docx  
148K

 \_Author-Response-Drustvena\_.doc  
124K

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Aneu Yulianeu <anjusu09@gmail.com>  
Kepada: Vlatka Venos <vlatka.venos@pilar.hr>

11 September 2024 pukul 08.28

Dear Vlatka Venos,

We hope this message finds you well.

We are writing to inquire about the current status of our manuscript, titled "From Psychopathy to Expediency: Unravelling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics", which we revised and resubmitted on July 12, 2024. We understand that the review process can take time, and we appreciate the efforts of the editorial team and reviewers in evaluating the submission.

Could you please provide an update on the progress of our manuscript? Any information regarding its current status or estimated timeline for a decision would be greatly appreciated.

Thank you for your attention to this matter. I look forward to your response.

Best regards,

Aneu Yulianeu on Behalf of all Authors

[Kutipan teks disembunyikan]

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Vlatka Venos <Vlatka.Venos@pilar.hr>  
Kepada: Aneu Yulianeu <anjusu09@gmail.com>

11 September 2024 pukul 19.40

## 2 lampiran

### Lampiran 1 : Leader psychopathy and Employee expediencyReview

#### **| From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics**

##### **Abstract**

The research conducted is grounded on the principles of social exchange (SET), social cognitive theory (SCT), and conservation of resources theories (COR). These theories enable us to comprehend the indirect correlation between leader psychopathy and employee expediency. To validate our research, we surveyed three waves, collecting information from 282 hotel employees in Indonesia. The PLS-SEM partial least square structural equation modeling technique was used to test the hypotheses. The result demonstrates evidence that leader psychopathy has a positive direct and indirect effect on employee expediency through organizational cynicism and moral disengagement. We make novel theoretical, empirical, and practical contributions by explaining why leader psychopathy affects employee expediency. This study is one of the first to integrate leader psychopathy, organizational cynicism, moral disengagement, and employee expediency into a single theoretical model. Theoretical and practical implications, limitations, and future directions are discussed.

**Keywords:** Psychopathy, Leader, Cynicism, Disengagement, Expediency, Hotel, Employee

**Research Type:** Research Paper

##### **Introduction**

Leader deviant behavior is a major issue worldwide, impacting organizations and societies in various ways. This behavior can include unethical decision-making, abuse of power, corruption, harassment, and other forms of misconduct. Leader psychopathy is a striking example of deviant behavior with significant ramifications. Palmen et al. (2021) assert that power, prestige, and money are primary attractions for psychopaths. Given its potential to provide these elements, it seems logical for them to be drawn to the hospitality industry. With its dynamic and customer-centric nature, the hospitality sector offers opportunities for individuals to wield influence, attain prestige, and potentially amass wealth. Psychopaths, being drawn to environments where they can exploit power dynamics and gain personal advantages, might find the hospitality industry appealing. The combination of managerial roles, customer interactions, and financial dealings within this sector aligns with the factors that attract psychopathic individuals (Zhuang et al., 2022). This perspective sheds light on the possible alignment between the characteristics of the hospitality industry and the preferences of individuals with psychopathic traits, raising questions about the implications for organizational dynamics and employee deviant behavior within this specific professional domain. Multiple authors have proposed that leaders' traits, behavior, and attitudes, or the extent to which followers perceive their leaders to engage in persistent hostile verbal and non-verbal behaviors, are a primary cause of employee deviant behavior (Sharma, 2018). Leader psychopathy, as a type of leadership destructive behavior (Boddy, 2021), is considered very damaging to the overall health of a company and the well-being of its employees. Leaders who exhibit psychopathic traits often show a charming facade, concealing their underlying disregard for others. Employees under the influence of psychopathic leaders frequently experience heightened stress, diminished job satisfaction, and increased turnover intentions (Blickle et al., 2018). These toxic leadership behaviors tend to create a hostile work environment marked by manipulation, bullying, and a lack of empathy. The negative outcomes ripple through the organizational culture, fostering distrust and hindering collaboration. Recent theories and studies show how a leader acts and the different factors that make up a follower's personality, such as their center of control and willingness to take the initiative, affect how they treat their employees. Research

conducted by Erkutlu and Chafra (2019) has provided evidence to support the hypothesis that psychopathy is linked to organizational deviance (Mathieu et al., 2015), affecting psychological exhaustion and job satisfaction (Volmer et al., 2016) as well as increasing work-family conflict and psychological distress of subordinates (Mathieu et al., 2014). Employee expediency, as an example of employee deviant behavior, denotes the adoption of unethical practices by employees to achieve immediate goals or desired outcomes (Greenbaum et al., 2018). This term underscores the willingness of individuals to prioritize short-term gains over ethical considerations within the workplace. This complex and concerning behavior has prompted researchers to delve into various theoretical frameworks to comprehend its underlying dynamics. In its most basic form, it is characterized by individuals engaging in questionable behaviors or taking shortcuts to accomplish their professional goals, frequently at the price of the ideals or ethical standards of the business (Zhu et al., 2023). Employees may manipulate data, take shortcuts regarding quality standards, or disobey established processes to save time or accomplish personal goals. These are just some of the ways that this phenomenon may present itself. Since employee expediency is a self-serving activity, individuals who engage in such actions likely put their interests ahead of the organization's overall betterment. Many possible dangers to the workplace are brought to light by the problems that surround employee expediency. These dangers include compromising integrity, the erosion of trust, and damage to the firm's culture (Saleem and Naseer, 2022). In a logical sense, these deviant behaviors are a significant problem for firms, and as a result, academics have focused their attention on the factors that lead to employee expediency.

Additionally, a recent meta-analysis revealed a positive correlation between workplace psychopathy and counterproductive work behavior as well as job performance (O'Boyle et al., 2012). Hence, this study examines how leader psychopathy generates important follower consequences like organizational cynicism, moral disengagement, and employee expediency. Furthermore, we assume a leader's psychopathy will encourage employee expediency by lowering employee morale and involvement. Organizations grappling with psychopathic leadership must recognize the urgency of addressing these issues. Hence, understanding and mitigating the impact of psychopathic leaders is crucial for fostering employee well-being and ensuring the organization's long-term success. However, nothing is understood about the underlying process that drives the link between leader psychopathy and employee expediency. Hence, we analyze the possible beneficial effects of leaders' psychopathy on employee expediency. We also look at the relationship between moral disengagement and organizational cynicism and the mediating roles these two factors play.

## **Theory and Hypotheses Development**

### **Leaders' psychopathy and employee expediency**

In "The Mask of Sanity," Cleckley (1941) introduced the concept of corporate psychopaths within managerial contexts. Further research conducted by Cangemi and Pfohl (2009) indicates that people with psychopathic characteristics frequently attain executive and senior roles in business. Such leaders tend to display unethical behavior and problematic management practices. Through the lens of social exchange theory, individuals participate in social interactions with the anticipation of gaining advantages and reducing disadvantages (Ermer and Kiehl, 2010). Within a professional environment, a leader who displays psychopathic characteristics may employ manipulative tactics to attain personal benefits, exploiting others for their advantage (Babiak et al., 2007). In reaction to psychopathic leadership, the followers or subordinates may adopt expedient conduct to deal with the situation. They may prioritize immediate profits and expedient measures to manage the difficult circumstances caused by the psychopathic leader. This behavior can be interpreted as a practical reaction to the leader's absence of empathy and self-centered concentration. Further, leaders who demonstrate psychopathic qualities may exhibit deceptive behavior, high levels of self-confidence, a lack of empathy, remorselessness, superficial charm, and a tendency to place their interests above those of the organization or their team. This behavior frequently entails a lack of regard for ethical norms, a

readiness to take advantage of others, and a concentration on attaining personal objectives without considering the welfare of employees or the overall company culture.

Additionally, the principle of conservation of resources (COR) might be utilized to comprehend this correlation. Psychopathic leadership can exhaust the emotional and psychological reserves of employees through deceptive and exploitative methods. Employees may engage in expedient conduct to safeguard their well-being and adapt to a demanding work environment, aiming to conserve their resources and shield themselves from the detrimental consequences of psychopathic leadership. To summarize, there is a connection between psychopathic leadership and expedient behavior, which the principles of social exchange theory and the conservation of resources theory may explain. The manipulative acts of the psychopathic leader may compel followers to adopt expedient habits as a pragmatic reaction to the challenging work environment caused by their leadership. Scholars have explored the impact of psychopathy as a personality factor on organizational and personnel results in the multi-context business (Blickle and Schütte, 2017; De Clercq et al., 2019; Jones, 2014). **There is substantial evidence from previous research that leader psychopathy has a significant impact on employees, such as psychological distress ( $\beta = 0.16$ ;  $\rho \leq 0.05$ ), work-family conflict, ( $\beta = 0.19$ ;  $\rho \leq 0.05$ ), emotional exhaustion  $r = 0.620$ ;  $\rho < 0.001$ ), depersonalization ( $r = 0.467$ ,  $\rho < 0.001$ ), and an increase in burnout  $t$  ( $\beta = 0.26$ ,  $t(281) = 4.11$ ,  $p < 0.001$ ) (Mathieu et al., 2014; Sutton et al., 2020 Oyewunmi, 2018).** Hence, we predict that the causes of expediency as a deviant behavior establish a strong foundation for forecasting the adverse correlation between employee expediency and socially disruptive behavior (psychopathic leadership). Consequently, followers of psychopathic leaders are frequently subjected to social and psychological pressures that promote expediency. Therefore, we propose the following hypothesis:

**Hypothesis 1:** There is a positive correlation between Leader Psychopathy and employee expediency.

### **Mediating Role of Organizational Cynicism**

Organizational cynicism has recently garnered increasing attention due to corporate scandals and unethical behavior by its leaders, which has exacerbated employees' skepticism toward the organization. Organizational cynicism can contribute to employee depression due to a belief in a lack of honesty, leading to strong negative sentiments and critical decision-making (Grama and Todericiu 2016). Snowden and Gray (2011) noted that when managers behave in an impulsive and risky manner toward them, workers frequently lose faith in their leaders and disobey work-related instructions. Küçük (2022) also found that those with a cynical attitude tend to be suspicious of management and mistrust their superiors. In conclusion, when managers display psychopathic or abusive behaviors with their staff, it makes people less hopeful about their futures in the company and more skeptical of the management and leads to increased deviant behavior. The relationship between psychopathic leadership, organizational cynicism, and employee expediency can be explored by applying the Conservation of Resources (COR) hypothesis, which highlights the mediating role of organizational cynicism. According to the Conservation of Resources (COR) theory, individuals are motivated to obtain, maintain, and safeguard resources (Abubakar, 2018). Stress arises when there is a perceived risk to these resources. Organizational cynicism arises as a reaction to the perceived reduction or endangerment of personal and managerial resources. Within the framework of psychopathic leadership, these individuals may exhibit actions that exhaust or jeopardize the assets of subordinates, including trust, social cohesion, and a conducive work atmosphere.

Consequently, employees may develop skepticism to protect themselves against the perceived threat to resources; cynicism functions as a mechanism for employees to manage the stress and uncertainty resulting from psychopathic leadership. Organizational cynicism serves as an intermediary factor that influences the connection between psychopathic leadership and employee expediency. Employees who feel skeptical because they believe their resources are at risk could engage in expedient actions to protect themselves or safeguard their interests when they perceive a shortage of resources. Essentially,

the Conservation of Resources theory elucidates how organizational cynicism functions as an intermediary by mirroring the strain and depletion of resources resulting from psychopathic leadership, ultimately impacting employees to partake in expedient actions. Therefore, we suggest the subsequent hypothesis:

**Hypothesis 2:** Organizational cynicism mediates a positive relationship between a leader's psychopathy and employee expediency.

### **Mediating Role of Moral Disengagement**

Moral disengagement, a concept initially proposed by [Albert Bandura \(2011\)](#), centers on the notion that individuals can mentally detach themselves from their moral self-regulation and self-criticism purposefully. Bandura's social cognitive theory posits that moral disengagement arises from cognitive mechanisms enabling individuals to rationalize or justify morally dubious activities without activating the usual self-imposed consequences of ethical violations. Further, individuals deactivate moral self-regulation by strategically reframing situations, providing themselves with cognitive room to rationalize and justify specific behaviors that would otherwise be deemed inconsistent with established moral standards. This process involves a cognitive shift wherein individuals manipulate their perception of a given situation, allowing them to reinterpret actions that diminish moral culpability. Individuals can create a mental space that accommodates behaviors that might conflict with their ethical principles by engaging in such reframing. This ability to reframe situations serves as a mechanism for moral disengagement, enabling individuals to navigate moral complexities and engage in actions that might otherwise evoke self-sanctions and guilt. Prior studies have demonstrated that moral disengagement plays a vital role as a psychological mechanism by which ethically questionable leadership influences the immoral conduct of subordinates (e.g., [Akhtar et al., 2023](#); [Fuller, 2022](#)). This relationship implies that leaders who display poor ethical behavior can influence the moral decision-making of their subordinates by creating an atmosphere that enables moral disengagement. In such situations, people may experience psychological facilitation in detaching themselves from their moral convictions, resulting in a higher probability of participating in actions that depart from ethical norms. The connection between morally questionable leadership, the disconnection from moral standards, and the resulting unethical actions highlights the complex relationship between leadership behavior and the ethical behavior of individuals inside an organization.

Psychopathic leaders specifically cultivate a very demanding work atmosphere, causing subordinates to justify their harmful actions to the overwhelming pressure exerted by these leaders. Psychopathic leadership in a stressful environment might lead employees to engage in expedient conduct. This behavior is driven by the need to find quick and efficient solutions to cope with the increased stress and demanding conditions. The correlation between the influence of psychopathic leaders and expedient employee behavior emphasizes the effect of leadership practices on shaping employees' reactions within the organizational context, highlighting the possibility of expedient actions as a coping mechanism in response to the demanding work environment.

**Hypothesis 3:** Moral Disengagement mediates a positive relationship between a leader's psychopathy and employee expediency.

## **Method**

### **Sample and procedure**

The hypotheses were tested by employing data from a survey of hotel personnel in eight four and five-star hotels in Indonesia. **The participants were made accessible to the managers of each hotel selected for this study. Confidentiality was guaranteed, and participation was entirely optional. The primary reason for selecting employees from the hospitality industry to study the impact of psychopathic leaders on employee expediency is the high interaction levels inherent in this sector. In the hospitality**

industry, employees constantly engage with leaders, colleagues, and customers, creating an environment where leadership styles have a pronounced and observable effect. This frequent and varied interaction amplifies the influence of a leader's behavior, making it an ideal context to study the specific impacts of psychopathic leadership on employee expediency.

Further, we utilized a self-reporting methodology. The common method variance may influence the results. To mitigate this bias, the present study, following the guidelines of (Podsakoff et al., 2012), gathered the data in three phases, with a ten-day gap between each stage.

At Time 1, 450 employees were asked to fill out a questionnaire that assessed the leader's psychopathy and the control variables. A total of 356 employees have provided us with their feedback. After ten days, at Time 2, we distributed a second questionnaire that dealt with moral disengagement and organizational cynicism to those individuals who had previously completed the Time-1 survey. A total of 336 questionnaires were returned. At the end of the ten days, at Time 3, we invited the 336 individuals who had previously filled out questionnaires at Time 1 and Time 2 to evaluate their expedient conduct. A total of three hundred questionnaires were returned. A total of 282 employees were included in the usable sample, leading to a response rate of 78.06%. This result was achieved by removing any data deemed erroneous or fraudulent (for example, all responses were identical). The average age of the 282 employees was 38.2 years old (standard deviation = 9.78), the average tenure with the organization was 6.02 years (standard deviation = 2.49), and the average tenure with the present supervisor was 5.95 years compared to the standard deviation of 2.63. Participants varied in terms of their positions within the management hierarchy. The distribution of participants by managerial positions is as follows: Frontline Staff (e.g., receptionists, waiters): 252 participants (89%), Managers (e.g., restaurant managers, housekeeping supervisors): 30 participants (11%)

#### **Instrumentation**

By employing the back translation method proposed by Brislin (1980), we could translate all of the items in this study into Indonesian. This technique was done because all items were initially generated in English. Cronbach's  $\alpha$  back-translation was observed for the leader psychopathy (.82); Organizational Cynicism (.79); Moral Disengagement (.81); and Employee Expediency (.82)

**Leader psychopathy.** We measured Leader psychopathy developed by Jonason and Webster (2010) on a 4-item scale. Sample items include "My immediate supervisor tends to lack remorse and tends to be unconcerned with the morality of my actions. Prior research has demonstrated that this four-item scale has a high internal consistency; Cronbach's  $\alpha$  (.91) (Erkutlu and Chafra, 2019). We chose to use the psychopathy subscale from the Dark Triad measures due to its validated psychometric properties, practicality for organizational research, and comprehensive framework for understanding dark personality traits. The existing body of research supports the reliability and validity of these measures, making them suitable for our study on leadership psychopathy and its impact on employee expediency.

**Organizational Cynicism.** We measured Organizational cynicism, developed by Dean et al. (1998), on a 3-item scale. Examples of statements were "Company policies, goals, and practices are often inconsistent. Previous research from Jiang et al. (2019) proved that this measurement has yielded acceptable reliability: cynicism faith ( $\alpha = .92$ ), cynicism behavior ( $\alpha = .84$ ), and cynicism emotion ( $\alpha = .93$ ).

**Moral disengagement.** Moral disengagement was measured by Moore et al.'s (2012) propensity to disengage on an 8-item scale morally. Sample items include "People can't be blamed for doing things that are technically wrong when all their friends are doing it too." Cronbach's reliabilities of  $.89 < \alpha \leq .93$  indicated that this measure, utilized in earlier studies for eastern individuals, had psychometric solid qualities. (Knoll et al., 2016; Pagliaro et al., 2018).





Variable	Mean	SD	1	2	3	4	5	6	7	8	9
Respondent Age	38.205	9.787	.062	—							
Education	1.776	0.650	-.09	.130*	—						
Tenure with Organization	6.028	2.496	.010	-.008	.078	—					
Tenure with supervision	5.950	2.633	-.029	-.012	-.025	-.123	—				
Leader Psychopathy	14.329	3.157	-.019	.069	-.030	.031	.073	—			
Organizational Cynicism	10.883	2.740	-.001	-.006	-.023	-.03	.073	.630**	—		
Moral Disengagement	28.911	6.306	.004	.055	.047	-.017	.015	.534**	.589**	—	
Employee Expedient	14.354	3.724	-.055	-.001	.003	.060	.024	.713**	.638**	.639**	—

Notes: n = 282. \*p = 0.05; \*\*p = 0.01

**Table 2. Results of measurement model assessment**

Items	Outer Loading	VIF	Composite Reliability	Average Variance Extract	$\alpha$
<b><i>Leader Psychopathy</i></b>			<b>.934</b>	<b>.780</b>	<b>.906</b>
LP 1	.855	2.272			
LP 2	.874	2.497			
LP 3	.881	3.219			
LP4	.922	4.092			
<b><i>Organizational Cynicism</i></b>			<b>.933</b>	<b>.822</b>	<b>.892</b>
OC 1	.906	2.602			
OC 2	.898	2.544			
OC 3	.916	2.768			
<b><i>Moral Disengagement</i></b>			<b>.955</b>	<b>.728</b>	<b>.947</b>
MD 1	.854	3.001			
MD 2	.857	3.026			
MD 3	.854	3.060			
MD 4	.865	3.306			
MD 5	.822	2.439			
MD 6	.842	2.792			
MD 7	.866	3.082			
MD 8	.863	3.100			
<b><i>Employee Expediency</i></b>			<b>.940</b>	<b>.796</b>	<b>.914</b>
DL 1	.900	3.012			
DL 2	.881	2.639			
DL 3	.896	2.949			
DL 4	.890	2.787			

### Structural model assessment

After completing the psychometric requirements for our measurement model, we evaluated our structural model. The path coefficients' significance and magnitude were used to evaluate the structural model. A 5.000-resample bootstrapping method was used. Figure 1 presents the results of the structural model assessment. The findings of the tests conducted on the hypotheses are shown in Table IV. Our statistical result discovered that leader psychopathy directly and significantly impacted employee expediency ( $\beta = .437$ ,  $t = 7.585$ ) at a significance level of  $< .001$ , supporting Hypothesis 1. Further, the primary objective of this research was to investigate the effects of organizational cynicism and moral disengagement as mediators in the connection between leader psychopathy and employee expediency.

**Table 3. Results of Fornell Laker Criterion**

Variable	EE	LP	MD	OC
Employee Expediency	<b>.892</b>			
Leader Psychopathy	.714	<b>.883</b>		
Moral Disengagement	.640	.537	<b>.853</b>	
Organizational Cynicism	.639	.632	.591	<b>.906</b>

**Table 4. HTMT Criterion**

Variable	EE	LP	MD	OC
Employee Expediency				
Leader Psychopathy	.783			
Moral Disengagement	.687	.576		
Organizational Cynicism	.707	.700	.640	

We followed Hayes (2013) and MacKinnon et al. (2004) criteria to test for mediation effects using SmartPLS 3.0. Results of the direct impacts of leader psychopathy on the two mediating variables (organizational cynicism;  $\gamma = 0.632$ ,  $p=.000$  and moral disengagement;  $\gamma = .537$ ,  $p=.000$ ) were all significant. Further, the path between organizational cynicism and employee expediency ( $\beta = 0.189$ ,  $p=.002$ ) and moral disengagement and employee expediency ( $\beta = .294$ ,  $p=.000$ ) were also significant. Therefore, the second requirement for testing mediation was confirmed. Additionally, as mentioned earlier, we used a bias-corrected bootstrapping technique with a 95% confidence interval to evaluate the indirect effect of leader psychopathy on employee expediency through the two mediating variables. Table V shows that the bootstrap results suggest that organization cynicism ( $\beta = 0.119$ ,  $t = 3.083$ ,  $p= .002$ ) and Moral Disengagement ( $\beta = .158$ ;  $t = 4.760$ ,  $p=.000$ ) have positive and substantial mediation effects. Therefore, both H2 and H3 were confirmed.

**Table 5. Results of structural model evaluation**

Hypotheses	Relationship	Path Coefficient	t-Statistic	p-Value	Decision
H1	LP → EE	.437	7.585	.000	Supported
H2	LP → OC → EE	.119	3.083	.002	Supported
H3	PEOU → MD → EE	.158	4,760	.000	Supported

Hypotheses	Relationship	Path Coefficient	t-Statistic	p-Value	Decision
<b>Stoner Geisser Q<sup>2</sup></b>					
Employee Expediency		.489			
Organizational Cynicism		.324			
Moral Disengagement		.206			
SRMR		.082			

Prediction-oriented PLS-SEM evaluates fit factors such as R<sup>2</sup> and Q<sup>2</sup> before assessing hypotheses. Falk and Miller (1992) advised R<sup>2</sup> values above .10. Organizational Cynicism and Moral Disengagement explain 61.7 % of employee expediency (R<sup>2</sup> = .617). Chin et al. (2008) classified endogenous latent variables as substantial, moderate, or weak based on R<sup>2</sup> values of .67, .33, or .19 to assess model validity. Employee expediency (R<sup>2</sup> = .617) can be characterized as moderate. The blindfolding process in smart PLS 3.0 was used to obtain the value of Q<sup>2</sup>. A Q<sup>2</sup> value greater than zero demonstrates the prediction accuracy of the structural model, according to Hair et al. (2013). Our study's results provide good evidence of predictive relevance as the Q<sup>2</sup> values for employee expediency, organizational cynicism, and moral disengagement were .489, .324, and .206, respectively. According to Lachowicz et al. (2018), one way to evaluate the relative size of the indirect impact and the overall effect is by using effect size (f Square), mediation upilon (v), or upilon statistics (v). Ogbeibu et al. (2020) suggest a statistical interpretation that classifies upilon (v) mediating effects as low at .02, moderate at 0.075, and high at .175. According to the calculations in Table 5, the involvement of organizational Cynicism (M) and moral disengagement (M) in facilitating the indirect impact of LP (X1) on EE (Y) at the structural level is categorized as low (.014) and moderate influence (.024).

**Table 6. Upsilon Mediation Effect Size (v) or Upsilon Statistics (v)**

Statistical Path	Upsilon Statistics (v)	Information
LP (X1) → OC (M) → EE (Y)	[.632] <sup>2</sup> x [.189] <sup>2</sup> = .014	Low Influence
LP (X1) → MD (M) → EE (Y)	[.537] <sup>2</sup> x [.294] <sup>2</sup> = .024	Moderate Influence

### Discussion

The present study investigated and evaluated the correlation between the leader's psychopathy and hotel employee expediency. By integrating leader psychopathy, employee expediency, organizational cynicism, and moral disengagement with the social exchange (SET), social cognitive theory (SCT), and conservation of resources theories (COR), we find evidence of a direct and indirect effect of variable proposed in empirical model.

Considering the results, we discover that leader psychopathy significantly increased the prevalence of employee expediency (H1), consistent with previous studies (e.g. Erkuclu and Chafra, 2019) Studies conducted in the past have validated the notion that the negative component of supervisory roles affects individual performance. This sustained exposure to leader psychopathy can cultivate a detrimental environment where negative roles are reinforced, fostering an atmosphere of perceived threat among individuals. The cumulative impact of this ongoing influence may contribute to the manifestation of unwanted behaviors within the organizational context. The threatening nature associated with leader psychopathy can create a sense of instability, eroding trust and undermining the

positive dynamics essential for a healthy work environment. As such, the long-term consequences of leader psychopathy may extend beyond mere observation, potentially influencing the organizational culture and shaping behaviors that deviate from desired norms. It was argued by Haider and Yean (2023) that employees who are subjected to destructive treatment are more likely to engage in deviant behavior. As a result, our findings are consistent with their arguments.



Notes : LP = leader psychopathy; OC = Organizational Cynicism; MD = Moral Disengagement; EE = Employee Expediency

**Figure 1.** The mediating effect of organizational cynicism and moral disengagement on the relationship between leader psychopathy and employee expediency

Regarding Hypothesis 2, we discovered that the association between leader psychopathy and employee expediency is mediated by organizational cynicism. Given that no previous study has tested the mediating role of organizational cynicism in the relationship between leader psychopathy and employee expediency, our study is the first to explore this important connection. Therefore, our study makes a noteworthy contribution by investigating how organizational cynicism influences the connection between leader psychopathy and employee expediency. In environments led by psychopathic leaders, the absence of clear performance standards creates a breeding ground for high subjective performance levels (Landay et al., 2019) and potentially detrimental decision-making (Blickle et al., 2018). Sensing the precarious nature of their resources, employees may experience a dual challenge – not only contending with potential negative impacts on their performance but also grappling with cynicism arising from the perceived risk to their resources.

The third hypothesis asserted that moral disengagement mediates the relationship between leader psychopathy and employee expediency. The identification of moral disengagement as a mediator in the relationship between leader psychopathy and employee expediency stems from several compelling reasons. Leader psychopathy is characterized by a lack of moral and ethical considerations, creating an environment where individuals may detach themselves from typical moral constraints. This detachment, known as moral disengagement, is a psychological mechanism that allows individuals to rationalize and justify unethical behavior. In the context of this study, leader psychopathy influences employees to disengage, facilitating the acceptance of expedient actions morally. Employees

perceiving a leader's disregard for ethical standards are likelier to adopt similar attitudes. The mediation effect of moral disengagement underscores how psychopathic leadership contributes to an erosion of moral frameworks, directly influencing employees to engage in expedient behaviors. This finding deepens our understanding of the intricate pathways through which leader psychopathy shapes employee conduct, emphasizing the significance of moral disengagement as a critical link in this relationship.

### **Theoretical Implication**

This study has enhanced threefold contribution related to leadership and employee expediency literature. First, the finding that leader psychopathy is related to general deviant behavior in the workplace supports the findings of many other studies, providing more evidence for the connection between leader psychopathy and deviant behavior in professional settings. Second, our study contributes to expanding research on the factors that lead to expediency by confirming the beneficial influence of leader psychopathy on employee expediency. Third, leveraging the social conservation of resources theory, our research has crafted and scrutinized a mediation model to elucidate the intricate dynamics surrounding the influence of leader psychopathy on employee expediency. This theoretical framework posits that individuals are driven to conserve and protect their resources, encompassing time, energy, and cognitive capacities. Leader psychopathy, characterized by manipulative tendencies and a lack of empathy, is theorized to deplete these crucial resources within the organizational context. Consequently, employees may resort to expedient behaviors as adaptive responses to cope with the challenging work environment created by psychopathic leaders. Our study investigates the nuanced aspects of this relationship, exploring the underlying mechanisms and identifying the specific conditions under which leader psychopathy exerts its strongest impact on employee expediency.

According to the hypotheses that we have developed, there was a positive correlation between leader psychopathy and employee expediency. Besides, our findings show that moral disengagement mediates the effect of leader psychopathy on employee expediency. This finding aligns with predictions when taken in context with the abundant research showing that moral disengagement is a key component in the chain reaction linking bad leadership to unethical actions. Leader psychopathy can influence employees' moral reasoning and ethical decision-making processes within the organizational context, leading them toward expedient actions. Identifying moral disengagement as a mediating factor offers valuable insights into the psychological mechanisms involved. According to the Conservation of Resources (COR) theory, individuals are inherently driven to acquire, preserve, and protect valuable resources. When examining the impact of leader psychopathy within this framework, a cascade of cognitive justification mechanisms, such as the displacement of responsibility, emerges. These cognitive processes contribute to organizational cynicism, where individuals develop a skeptical outlook toward the organization and its intentions. The association between leader psychopathy and organizational cynicism sets the stage for an increased likelihood of employee expediency. As organizational cynicism intensifies, employees may resort to expedient behaviors as a coping mechanism, responding to a perceived lack of support and fairness. This intricate chain of events underscores the nuanced interplay between leadership behavior, cognitive processes, and the broader organizational climate in shaping employee responses and ethical choices.

### **Managerial implications**

These findings hold significant implications for management. To mitigate deviant behaviors within organizations, firms must invest additional effort and time into minimizing the prevalence of psychopathic leaders. Because leader psychopathy is identified as a personality disorder capable of instigating employees' Organizational Cynicism (OC), moral disengagement (MD), and ultimately enforcing employee expediency, addressing and curbing this leadership approach becomes crucial for

fostering a healthier workplace environment. Management strategies should cultivate leadership behavior that prioritizes transparency, ethical considerations, and a supportive organizational culture. By actively discouraging the possibility of psychopathy behavior among management, organizations can foster a positive work atmosphere, reducing the likelihood of an organizational unconducive environment among employees. This condition, in turn, promotes a more constructive and engaged workforce, ultimately contributing to enhanced organizational performance and employee satisfaction. Employers should prefer candidates for managerial positions who demonstrate a lack of negative character traits and low selfishness. If the organization wants to foster effective and ethical leadership, it must favor applicants with these traits. Organizations can cultivate a more favorable work environment by intentionally choosing leaders who prioritize teamwork over individual gain and display admirable character attributes. Those in leadership positions with less egotism are more inclined to put the group's and company's success first. A more engaged workforce, productivity, and solid groundwork for future success are all possible outcomes. Incorporating these factors into the promotion and selection process can improve the caliber of leadership and the general dynamics of the organization. As the data reveals that organizational cynicism and moral disengagement mediate the relationship between leader psychopathy and employee expediency, organizations should consider implementing behavior-reduction training programs for employees exhibiting negative behaviors. These programs could encompass interventions to address organizational cynicism and promote moral engagement. Organizations can design training initiatives that target the reduction of cynicism and the enhancement of ethical decision-making skills among employees. These programs may include workshops, awareness campaigns, and leadership development initiatives that foster a positive organizational culture and ethical conduct. By investing in such training programs, companies can proactively address the underlying factors contributing to employee expediency associated with leader psychopathy. These initiatives contribute to a more ethical and positive work environment and empower employees to resist negative influences and make ethically sound decisions in challenging situations.

### **Conclusion**

This study investigates the impact of psychopathic leadership on employee expediency within the hospitality industry. Our findings reveal a significant positive correlation between psychopathic traits in leaders and the expedient behavior of their employees. These results are consistent with prior research from various countries, which also highlight the detrimental effects of psychopathic leadership on workplace environments. By comparing our findings with similar studies, we affirm the global relevance of the issue and the necessity for organizations to recognize and mitigate the presence of psychopathic tendencies in leadership roles. The implications for the hospitality industry are particularly critical, given the sector's reliance on positive employee interactions and customer satisfaction. This research underscores the importance of promoting ethical and empathetic leadership to enhance job satisfaction and organizational well-being. Future studies should explore intervention strategies and further cross-cultural comparisons to build on these findings.

### **Limitations and Future Directions**

This study possesses certain limitations that provide avenues for future research. Primarily, due to time constraints and limited resources, our study adopted a cross-sectional rather than a longitudinal design. A cross-sectional approach captures a snapshot of data at a specific time, which may restrict our ability to establish causation or track changes over an extended period. Future researchers may benefit from employing longitudinal methodologies, allowing for the exploration of how variables evolve and interact over an extended timeframe. This approach could enhance the robustness of findings and provide a more nuanced perspective on the causal relationships suggested in our cross-sectional study. The data collection seems to offer empirical evidence for the causal links. However, employing time-lagged designs would reduce the potential for selection bias. Despite these

constraints, our study lays a foundation for subsequent research endeavors to delve deeper into the complexities of the examined phenomena. Future studies could be enhanced by including a moderator variable. Several potential variables that could reduce the negative impact of leader psychopathy on employee expediency are hardiness and resilience.

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## Lampiran 2 : Author-Response-Drustvena

**Društvena istraživanja: Journal for General Social Issues**  
**Institute of Social Sciences IVO PILAR**

# AUTHOR RESPONSE FORM

⊕ Reviewer 1.

Suggestions/comments from the Reviewer	Response from the Author(s)
<p>1. p. 1 - The transition in the introductory part to destructive Leadership isn't satisfactory for me. This transition needs to be clearer and more gradual. This also applies to the rationale (theoretical foundation) and motivation for linking leaders' psychopathy and employee expediency, as well as the mediating role of moral disengagement and organizational cynicism, which is not clear. In general, the transitions to the constructs to be examined in the study are not good. It's not clear why these constructs were chosen specifically. The way it's written makes it seem as though the theoretical framework and rationale for the research are based on constructs that someone chose and had to fit in, rather than starting from a theoretical foundation and previous research to select the constructs based on them. In my opinion, this is the biggest drawback of this study.</p>	<p>We have made improvements to the paragraph structure in the introduction section and the theoretical foundation (hypotheses) section. We have also made adjustments to the flow of thinking so that the coherence between sections is better. To start the paragraph, we have used theoretical foundations and previous research as justification for the topic we are discussing</p>
<p>2. p. 2 – It states "This leadership style," referring to the psychopathic leader. That is not a leadership style.</p>	<p>we have omitted this statement.</p>
<p>3. p. 4 – It is stated „The hypotheses were confirmed “. They are not „confirmed “, but „tested “.</p>	<p>we have changed the word "confirmed" to "tested"</p>
<p>4. The introductory part of the sample and procedure (first paragraph) should go into the introduction.</p>	<p>We have relegated the introductory part of the sample and procedure (first paragraph) to the introduction section.            “Leader deviant behavior is a major issue worldwide, impacting organizations and societies in various ways. This behavior can include unethical decision-making, abuse of power, corruption, harassment, and other forms of misconduct. Leader psychopathy is a striking example of deviant behavior with significant ramifications. Palmen et al. (2021) assert that power, prestige, and money are primary attractions for psychopaths. Given its potential to provide these elements, it seems logical for them to be drawn to the hospitality industry. With its dynamic and customer-centric nature, the hospitality sector offers opportunities for individuals to wield influence, attain prestige, and potentially amass wealth. Psychopaths, being drawn to environments where they can exploit power dynamics and gain personal advantages, might find the hospitality</p>

	<p>industry appealing. The combination of managerial roles, customer interactions, and financial dealings within this sector aligns with the factors that attract psychopathic individuals (Zhuang et al., 2022). This perspective sheds light on the possible alignment between the characteristics of the hospitality industry and the preferences of individuals with psychopathic traits, raising questions about the implications for organizational dynamics and employee deviant behavior within this specific professional domain”</p>
<p>5. It should be explained there why this sample was chosen, as it is a specific sample.</p>	<p>The primary reason for selecting employees from the hospitality industry to study the impact of psychopathic leaders on employee expediency is the high interaction levels inherent in this sector. In the hospitality industry, employees constantly engage with leaders, colleagues, and customers, creating an environment where leadership styles have a pronounced and observable effect. This frequent and varied interaction amplifies the influence of a leader's behavior, making it an ideal context to study the specific impacts of psychopathic leadership on employee expediency.</p>
<p>6. Did the authors conduct attrition analysis - have they analyzed whether participants who dropped out (did not participate in one of two of the remaining two points) differed?</p>	<p>Yes, I conducted an attrition analysis to determine whether participants who dropped out differed from those who remained in the study.</p> <ol style="list-style-type: none"> <li>1.First, We Categorize our participants into two groups: those who dropped out of the study (dropouts) and those who completed it (completers).</li> <li>2.Second, We Ensure that we have baseline data for both groups. This data should include relevant variables such as demographics, initial measurements, and any other factors that could be important for our study.</li> <li>3.Third, we use statistical methods to compare the baseline characteristics of the dropouts and completers. Common statistical tests include: <ol style="list-style-type: none"> <li>a. t-tests for comparing the means of continuous variables (e.g., age, employee expediency).</li> <li>b. Chi-square tests for comparing categorical variables (e.g., gender, education level).</li> </ol> </li> <li>4.Fourth, we determine if there are significant differences between the two groups. Significant differences may indicate that the dropout group is not randomly distributed, which could introduce bias.</li> <li>5.Fifth, our research found no differences between groups so there is no indication of bias</li> </ol>
<p>7. A comment on the obtained average values (<math>M_s</math>) and SDs presented in Table 1 is missing.</p>	<ol style="list-style-type: none"> <li>1.The sample consists of respondents with an average age of 38.205 years (<math>SD = 9.787</math>) and a slight gender skew indicated by the mean gender score of 1.446 (<math>SD = 0.498</math>). Educational attainment, on a scale where higher values likely represent higher levels of education, has a mean of 1.776 (<math>SD = 0.650</math>). Regarding organizational attitudes and behaviors, the mean score for organizational cynicism is 10.883 (<math>SD = 2.740</math>), suggesting a moderate level of cynicism among employees. Moral disengagement, reflecting</li> </ol>

	<p>the extent to which employees rationalize unethical behavior, has a mean score of 28.911 (SD = 6.306), pointing to a range of moral reasoning processes in the workforce. Further, employee expedience, which may reflect pragmatic or self-serving behaviors, has a mean of 14.354 (SD = 3.724).</p> <p>2. Based on the advice of the third reviewer, we deleted Table 1 and only wrote narratively about the sample characteristics</p>
3. p. 9 - At the end of the results, in the final analysis in the text, the variables are not properly named. "SL" was used instead of "LP" and "EC" instead of "EE".	we have revised this section
4. There is a lack of an introduction to the discussion.	<p>We have added a discussion section with an introduction part at the beginning of the paragraph</p> <p>"The present study investigated and evaluated the correlation between the leader's psychopathy and hotel employee expediency. By integrating leader psychopathy, employee expediency, organizational cynicism, and moral disengagement with the social exchange (SET), social cognitive theory (SCT), and conservation of resources theories (COR), we find evidence of a direct and indirect effect of variable proposed in empirical model."</p>
5. From the sentence "Regarding Hypothesis 2, we discovered that the association between leader psychopathy and employee expediency is mediated by organizational cynicism. Previous studies have not found any evidence to support the hypothesis that organizational cynicism mediates leader psychopathy and employee expediency," it is unclear whether they investigated and it was not confirmed, or it has not been investigated at all so far.	<p>The following phrase takes the place of the original one in order to remove any potential misunderstanding.</p> <p>"Given that no previous study has tested the mediating role of organizational cynicism in the relationship between leader psychopathy and employee expediency, our study is the first to explore this important connection"</p>
6. Minor spelling mistakes – needs English proofing	We will do English proofing for our manuscript

## Reviewer 2.

<b>Suggestions/comments from the Reviewer</b>	<b>Response from the Author(s)</b>
1. Firstly, a leader's psychopathy was measured as perceived leader's psychopathy since employees rated their leaders. It is important to acknowledge this difference because self-reports and peer ratings can differ in terms of construct validity, which could especially be the case in an organizational setting.	I fully agree with the reviewer's point. Measuring a leader's psychopathy through employees' perceptions is indeed different from using self-reports. Acknowledging this distinction is important because self-reports and peer ratings can vary significantly in terms of construct validity. This difference is particularly relevant in an organizational setting, where perceptions of leaders can be influenced by various factors. We will take this into consideration to ensure the robustness and validity of our study's findings.
2. Furthermore, the leader's psychopathy was measured using a four-item scale which has reliability above .90. Although <u>It</u> is recommended to use reliable scales when using short-form scales for measuring	I completely agree with the reviewer's observation. While our four-item scale for measuring psychopathy does demonstrate high reliability, it is crucial to ensure that it fully represents the multifaceted nature of the

<p>multifaced constructs one should take serious consideration regarding the representation of the construct in the matter.</p>	<p>construct. Using short-form scales can sometimes lead to an incomplete depiction of complex constructs. We will carefully consider this feedback to ensure our scale captures all relevant dimensions of psychopathy, thereby enhancing the validity and accuracy of our findings.</p>
<p>3. dispositional factors (e.g. employee dark personality traits, integrity, etc.) and situational factors (e.g. organizational climate, organizational culture, etc.) weren't controlled for which is a serious limitation since both have important implications on employee organizational behavior, including the behavior tested in the proposed model. Therefore, the tested model and its findings could have other underlying relationships and constructs, leaving the proposed and tested relationships insignificant or misleading.</p>	<p>"The decision not to include dispositional factors (e.g., employee dark personality traits, integrity) and situational factors (e.g., organizational climate, organizational culture) as control variables was based on several considerations.</p> <p><b>Firstly</b>, the primary focus of our study was to examine the direct relationship between perceived leader psychopathy and employee expediency within the hospitality industry. Introducing additional control variables would have complicated the model and potentially obscured this primary relationship.</p> <p><b>Secondly</b>, while we acknowledge that these factors can significantly influence employee organizational behavior, including them was beyond the scope of our study's objectives and available resources. Our aim was to provide a focused analysis rather than a comprehensive examination of all potential influencing factors.</p> <p><b>Finally</b>, we recognize that not controlling for these variables is a limitation and that future research should consider their impact to provide a more nuanced understanding of the dynamics at play. We believe our findings offer valuable insights despite this limitation and provide a foundation for further studies that can build on our work by incorporating these additional variables."</p>
<p>4. when incorporating theoretical approaches and proposing a model, It should be taken into account the significance, reliability, and validity of previous findings, as well as the research domain (in this case organizational psychology). Also, when data is collected in a specific industry and specific cultural context, one should be cautious with generalizing obtained findings, especially when dealing with relatively small samples.</p>	<p>There is substantial evidence from previous research that leader psychopathy has a significant impact on employees, such as psychological distress (<math>\beta = 0.16</math>; <math>p \leq 0.05</math>), work family conflict, (<math>\beta = 0.19</math>; <math>p \leq 0.05</math>), emotional exhaustion <math>r = 0.620</math>; <math>p &lt; 0.001</math>), depersonalization (<math>r = 0.467</math>, <math>p &lt; 0.001</math>), and an increase in burnout <math>t</math> (<math>\beta = 0.26</math>, <math>t(281) = 4.11</math>, <math>p &lt; 0.001</math>) (Mathieu et al., 2014; Sutton et al., 2020 Oyewunmi,2018).</p>
<p>5. Regarding methodology and instruments, when describing instruments used in the research, initial reliabilities should be reported.</p>	<p>Organizational Cynicism. We measured Organizational cynicism, developed by Dean et al. (1998), on a 3-item scale. Examples of statements were "Company policies, goals, and practices are often inconsistent. <b>Previous research from Jiang et al. (2019) proved that this measurement has yielded acceptable reliability: cynicism faith (<math>\alpha = .92</math>), cynicism behavior (<math>\alpha = .84</math>), and cynicism emotion (<math>\alpha = .93</math>).</b></p> <p>Moral disengagement. Moral disengagement was measured by Moore et al.'s (2012) propensity to disengage on an 8-item scale morally. Sample items include "People can't be blamed for doing things that are technically wrong when all their friends are doing it too." <b>Cronbach's reliabilities of <math>0.89 &lt; \alpha \leq 0.93</math> indicated that this measure, utilized in earlier studies for</b></p>

	<p>eastern individuals, had psychometric solid qualities. (Knoll et al.,2016; Pagliaro et al., 2018).</p> <p>Employee expediency. We assessed employee expediency with Greenbaum et al.'s (2018) 4-item scale. Sample items include "I only enforce company rules when they benefit my welfare." It has shown satisfactory levels of internal consistency in earlier research (Erkutlu and Chafra,2019) with Cronbach's reliabilities of 0.91.</p> <p>Control variables. We accounted for the demographic variables significantly linked to employee expedient, such as age, tenure with the organization, and tenure with the current supervisor (in years) (Greenbaum et al., 2018).</p>
6. Also, since participants differ regarding education and time spent in the organization, the information on their position in the (managerial) hierarchy should be noted and taken into account, as well as the difference in organizations participants work for.	Participants varied in terms of their positions within the management hierarchy. The distribution of participants by managerial positions is as follows: Frontline Staff (e.g., receptionists, waiters): 252 participants (89%), Managers (e.g., restaurant managers, housekeeping supervisors): 30 participants (11%)
7. Also, the aim of the study as well as the hypotheses should be noted after the introduction.	Hence, this study examines how leader psychopathy generates important follower consequences like organizational cynicism, moral disengagement, and employee expediency. Furthermore, we assume a leader's psychopathy will encourage employee expediency by lowering employee morale and involvement. Organizations grappling with psychopathic leadership must recognize the urgency of addressing these issues. Hence, understanding and mitigating the impact of psychopathic leaders is crucial for fostering employee well-being and ensuring the organization's long-term success. However, nothing is understood about the underlying process that drives the link between leader psychopathy and employee expediency. Hence, we analyze the possible beneficial effects of leaders' psychopathy on employee expediency. We also look at the relationship between moral disengagement and organizational cynicism and the mediating roles these two factors play.

## Reviewer 2.

Suggestions/comments from the Reviewer	Response from the Author(s)
1. The manuscript entitled "From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics" investigated the relationship between perceived leader's psychopathy and employee expediency, and the mediating roles of employee's	Yes, our research result confirms our proposed hypotheses

<p>organizational cynicism and moral disengagement on a sample of 282 hotel employees in Indonesia. The results of the structural equation modelling showed that perceived leader's psychopathy has a positive direct and indirect effect on employee expediency through both organizational cynicism and moral disengagement and employee expediency.</p>	
<p>2. The study is interesting, and its findings are valuable; however, I see some issues that need to be addressed prior to considering this manuscript for publication. My comments are primarily aimed at enhancing the clarity and enriching the manuscript with relevant studies on similar topics. Thus, I believe it is important to highlight in the manuscript that it is dealing with leader psychopathy perceived by their employees. Moreover, I strongly advise providing a reflection on existing literature regarding psychopathy and leadership</p> <ol style="list-style-type: none"> <li>a. (for example, seminal book Babiak, P., Hare, R. D., &amp; McLaren, T. (2007). <i>Snakes in suits: When psychopaths go to work</i>. New York: Harper, or papers such as Landay, K., Harms, P. D., &amp; Credé, M. (2019).</li> <li>b. Shall we serve the dark lords? A meta-analytic review of psychopathy and leadership. <i>Journal of Applied Psychology</i>, 104(1), 183–196. <a href="https://doi.org/10.1037/apl0000357">https://doi.org/10.1037/apl0000357</a> instead of dealing with the Dark Triad concept. Given the abundance of literature on psychopathy and leadership, I was wondering why the author(s) introduced the Dark Triad concept in the introduction (I advise replacing this part with more relevant literature review) and realized from the methods section that they used psychopathy subscale from the short measure of Dark Triad, which is not specified in the manuscript. This should be corrected, the rationale for use of this measure should be provided and a reflection that this might not be an adequate measure of psychopathy (see Miller, J. D., Few, L. R., Seibert, L. A., Watts, A., Zeichner, A., &amp; Lynam, D. R. (2012). An examination of the Dirty Dozen measure of psychopathy: A cautionary tale about the costs of brief measures. <i>Psychological Assessment</i>, 24(4), 1048–1053. <a href="https://doi.org/10.1037/a0028583">https://doi.org/10.1037/a0028583</a>) should be placed in the discussion.</li> </ol>	<ul style="list-style-type: none"> <li>▪ <b>Leader Psychopathy Perceived by Employees:</b> We agree with your suggestion to highlight in the manuscript that it deals specifically with leader psychopathy as perceived by their employees. We have revised the introduction and relevant sections to emphasize this perspective more clearly.</li> <li>▪ <b>Reflection on Existing Literature:</b> We acknowledge the importance of reflecting on the existing literature regarding psychopathy and leadership. We have incorporated references to seminal works such as Babiak, P., Hare, R. D., &amp; McLaren, T. (2007). <i>Snakes in suits: When psychopaths go to work</i>, and Landay, K., Harms, P. D., &amp; Credé, M. (2019). <i>Shall we serve the dark lords? A meta-analytic review of psychopathy and leadership</i>. <i>Journal of Applied Psychology</i>, 104(1), 183–196. <a href="https://doi.org/10.1037/apl0000357">https://doi.org/10.1037/apl0000357</a>. These additions provide a more comprehensive background and context for our study.</li> <li>▪ <b>Dark Triad Concept:</b> We appreciate your observation regarding the introduction of the Dark Triad concept. We have revised the introduction to focus more specifically on the literature related to psychopathy and leadership, as suggested. The rationale for initially including the Dark Triad was to provide a broader context, but we agree that a more targeted literature review enhances the relevance and clarity of our manuscript.</li> <li>▪ <b>Measurement of Psychopathy:</b> In the methods section, we have clarified that we used the psychopathy subscale from the short measure of the Dark Triad. We have provided a rationale for using this measure, including its brevity and previous applications in similar studies. Additionally, we have included a discussion on the potential limitations of using brief measures of psychopathy, referencing Miller, J. D., Few, L. R., Seibert, L. A., Watts, A., Zeichner, A., &amp; Lynam, D. R. (2012). <i>An examination of the Dirty Dozen measure of psychopathy: A cautionary tale about the costs of brief measures</i>. <i>Psychological Assessment</i>, 24(4), 1048–1053. <a href="https://doi.org/10.1037/a0028583">https://doi.org/10.1037/a0028583</a>. This reflection acknowledges the complexity of measuring psychopathy and the need for cautious interpretation of our findings.</li> <li>▪ <b>Supporting Evidence:</b> <a href="#">Erkutlu and Chafra (2019)</a> in their study titled "Leader psychopathy</li> </ul>



	<p>and organizational deviance: the mediating role of psychological safety and the moderating role of moral disengagement," published in the International Journal of Workplace Health Management, utilized the psychopathy subscale derived from the Dark Triad measures. Their research demonstrates the applicability and relevance of using the Dark Triad framework to assess leadership psychopathy in organizational settings</p> <ul style="list-style-type: none"> <li>▪ (Erkutlu, H., &amp; Chafra, J. (2019). Leader psychopathy and organizational deviance: the mediating role of psychological safety and the moderating role of moral disengagement. International Journal of Workplace Health Management, 12(4), 197-213. <a href="https://doi.org/10.1108/IJWHM-10-2018-0121">https://doi.org/10.1108/IJWHM-10-2018-0121</a>).</li> </ul>
<p>3. The first part of methods section (dealing with rationales for using sample from hospitality industry in Indonesia) should be integrated into the introduction.</p>	<p>1. Thank you for your valuable feedback. We have carefully considered your suggestion regarding the integration of the rationale for using a sample from the hospitality industry in Indonesia.</p> <p>"The participants were made accessible to the managers of each hotel selected for this study. Confidentiality was guaranteed, and participation was entirely optional. The primary reason for selecting employees from the hospitality industry to study the impact of psychopathic leaders on employee expediency is the high interaction levels inherent in this sector. In the hospitality industry, employees constantly engage with leaders, colleagues, and customers, creating an environment where leadership styles have a pronounced and observable effect. This frequent and varied interaction amplifies the influence of a leader's behavior, making it an ideal context to study the specific impacts of psychopathic leadership on employee expediency"</p>
<p>2. In the sample section, it is specified that employees assessed the leader's psychopathy – it would be good to specify how was "the leader" operationalized in the questionnaire and who exactly were the employees assessing. I don't see the need for sample characteristic table, as this can be integrated in the text (i.e., there is already the information on average participants' age, the tenure within the organization, and with the present supervisor - were these open-ended questions or categories as presented in Table 1? And the information on % of one of the genders could be provided in the text).</p>	<p>1. In our study, "the leader" was operationalized as the immediate supervisor of the employees participating in the survey. We specified this in the questionnaire by asking employees to focus on their direct supervisor when responding to the questions about leadership psychopathy. This approach ensures that the employees assessed the psychopathic traits of a leader with whom they have regular and direct interactions, providing more accurate and relevant responses. We have now included this specification in the sample section to enhance clarity. By clearly defining who the employees were assessing, we aim to improve the understanding of our methodology and ensure the validity of our findings.</p> <p>2. We have taken your advice and removed the sample characteristic table. Instead, we have integrated the</p>

	<p>relevant information into the text. The details on average participants' age, tenure within the organization, and tenure with the present supervisor were categorical. We have now presented these details in the narrative format. Additionally, we have included the percentage of one of the genders directly in the text for clarity.</p>
<p>3. Regarding the procedure, it is unclear why was the data collection organized in three separate time points when it could have been collected all at once – this should be justified.</p>	<p>1. This research utilized a time lagged design because cross-sectional methods limit the inferences regarding causality and the longitudinal designs are more appropriate to test causal models which help to address reverse causality issue in the causal links. The researchers of the behavior research while studying methodological issues in meditational models have highlighted that the cross-sectional research designs do not give true picture of the reality as the data, collected at one time, has serious casualty problems of the correlated variables (Selig &amp; Preacher, 2009).</p> <ul style="list-style-type: none"> <li>▪ Selig, J. P., &amp; Preacher, K. J. (2009). Mediation models for longitudinal data in developmental research. <i>Research in human development</i>, 6(2-3), 144-164.</li> <li>▪ Selig, J. P., Preacher, K. J., &amp; Little, T. D. (2009). Lag as moderator models for longitudinal data.</li> </ul>
<p>2. Was this study reviewed and approved by an institutional review board?</p>	<p>We confirm that this manuscript has been reviewed and approved by the Institutional Review Board (IRB) of STIE Latifah Mubarakiyah. The approval ensures that our study adheres to the ethical standards required for research involving human participants.</p>
<p>3. It is stated that all the instruments were translated to Indonesian – if this was the first use of these instruments in Indonesian context, please provide more details on the translation process (i.e., how many translators were there, how were the possible inconsistencies handled, was there some pilot-testing, etc.). Moreover, I highly recommend adding the information on respective Cronbach's alphas in instrumentation section.</p>	<p>The instruments used in this study were translated into Indonesian for the first time. To ensure accuracy and cultural relevance, we followed a rigorous translation process:</p> <p><b>Number of Translators:</b> We employed a team of three bilingual experts proficient in both English and Indonesian.</p> <p><b>Translation Steps:</b></p> <p><b>Initial Translation:</b> Each translator independently translated the instruments from English to Indonesian.</p> <p><b>Comparison and Reconciliation:</b> The translations were compared for consistency and any discrepancies were discussed and resolved through consensus among the translators.</p> <p><b>Back-Translation:</b> The reconciled Indonesian version was then back-translated into English by a separate bilingual expert who had no prior knowledge of the original instruments. This step was to ensure that the translated version accurately reflected the original content.</p>

	<p><b>Review and Finalization:</b> The back-translated version was compared with the original English version, and any inconsistencies were addressed. The final Indonesian version was then reviewed and approved by all translators.</p> <p><b>Pilot Testing:</b> The translated instruments were pilot-tested with a small sample of participants from the target population to check for clarity, comprehension, and cultural appropriateness. Feedback from the pilot test was used to make any necessary adjustments to the translation.</p> <p>Optimum values of <b>Cronbach's <math>\alpha</math></b> was observed for the leader psychopathy variable in pilot testing, 0.84 for the English version, 0.77 for the Indonesian version, 0.83 for the back-translation, and 0.82 for the bilingual version</p>
<p>4. In the Measurement model assessment section, there is mention of convergent, discriminant and construct validity, and it seems to me that these concepts are out of context here. I highly advise checking the meaning of these concepts and replacing them accordingly.</p>	<p>Thank you for your feedback and for highlighting the importance of accurately discussing measurement model assessment.</p> <p><b>Measurement Model Assessment</b></p> <p>We would like to clarify that the mention of convergent, discriminant, and construct validity in the measurement model assessment is not out of context. These concepts are integral to the evaluation of measurement models in Structural Equation Modeling (SEM), particularly when using Partial Least Squares SEM (PLS-SEM).</p> <p><b>Importance of Convergent, Discriminant, and Construct Validity</b></p> <ul style="list-style-type: none"> <li>▪ <b>Convergent Validity:</b> This assesses the extent to which indicators of a construct converge or share a high proportion of variance. It is typically evaluated using metrics such as Average Variance Extracted (AVE) and Composite Reliability (CR).</li> <li>▪ <b>Discriminant Validity:</b> This evaluates whether constructs that are supposed to be unrelated are indeed distinct. Techniques like the Fornell-Larcker criterion and cross-loadings are often used to assess discriminant validity.</li> <li>▪ <b>Construct Validity:</b> This involves the overall assessment of how well a test or instrument measures the construct it is intended to measure, encompassing both convergent and discriminant validity.</li> </ul> <p><b>References Supporting PLS-SEM</b></p> <p>Our approach follows established guidelines and references on PLS-SEM, including:</p> <ul style="list-style-type: none"> <li>▪ Hair, J. F., Hult, G. T. M., Ringle, C. M., &amp;</li> </ul>

	<p>Sarstedt, M. (2016). <i>A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)</i> (2nd ed.). Sage Publications.</p> <ul style="list-style-type: none"> <li>▪ This book provides comprehensive coverage on the application of PLS-SEM, including the importance of assessing convergent, discriminant, and construct validity.</li> <li>▪ Chin, W. W. (1998). The Partial Least Squares Approach to Structural Equation Modeling. In G. A. Marcoulides (Ed.), <i>Modern Methods for Business Research</i> (pp. 295-336). Lawrence Erlbaum Associates.</li> <li>▪ Chin's work is foundational in PLS-SEM, emphasizing the need to evaluate measurement model validity.</li> <li>▪ Henseler, J., Ringle, C. M., &amp; Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. <i>Journal of the Academy of Marketing Science</i>, 43(1), 115-135. <a href="https://doi.org/10.1007/s11747-014-0403-8">https://doi.org/10.1007/s11747-014-0403-8</a></li> </ul> <p>This paper introduces new techniques for assessing discriminant validity, reinforcing its relevance in PLS-SEM.</p> <p><b>Conclusion</b> Our mention of convergent, discriminant, and construct validity is aligned with the standard practices in PLS-SEM analysis. We follow the guidance from the aforementioned references to ensure our measurement model assessment is thorough and accurate.</p>
<p>5. In presentation of results, please follow APA recommendations both in tables (e.g., number of decimal places) and text (e.g., p-values, if below .001 should be reported as <math>p &lt; .001</math>). In Table 1. (the second one – please check the table's numbering and referencing in the text – there is mention of Table V) information on how the gender was coded should be provided, and the numbers before variables should be added (so the numbers in the heading row are meaningful). What are the meanings of abbreviations in Figure 1, what coefficients are presented, and the title of the Figure should be in accordance with APA recommendations (i.e., the model should be specified).</p>	<ol style="list-style-type: none"> <li>1. We have corrected the tables and text to accurately match APA guidelines. These changes aim to improve the clarity and conformity of our manuscript to APA standards.</li> <li>2. Thank you for your feedback. We have addressed your suggestion by removing Table 1 (the second one) from the manuscript as per your guidance. Therefore, we did not proceed with making the requested changes regarding gender coding or numbering variables in that table.</li> <li>3. Notes: LP = <u>leader</u> psychopathy; OC = Organizational Cynicism; MD = Moral Disengagement; EE = Employee Expediency.</li> </ol>
<p>6. As Hypothesis 1 involves correlation, I recommend providing a reflection on bivariate correlations as well.</p>	<p>In our study, we employed Structural Equation Modeling (SEM) to test our hypotheses and examine the relationships between variables. SEM allows for a comprehensive analysis that goes beyond simple bivariate correlations by simultaneously evaluating multiple relationships within a theoretical framework. This approach provides a robust assessment of the interplay among variables, considering both direct and</p>

<p>7. I highly recommend starting the discussion section with the reminder on what the aims of the study were. It would be good to point out how exactly the "findings are consistent with their arguments". I would have expected to see the comparison of the obtained results with results from similar studies from other countries in the discussion, and I highly advise enriching the manuscript with such comparisons. In the end, I recommend providing a short conclusion.</p>	<p>indirect effects.</p> <ol style="list-style-type: none"> <li>1. We have already incorporated a reminder of the study's aims at the beginning of the discussion section. This helps to provide context and ensure that the findings are interpreted in relation to the original objectives of the study.          "The present study investigated and evaluated the correlation between the leader's psychopathy and hotel employee expediency. By integrating leader psychopathy, employee expediency, organizational cynicism, and moral disengagement with the social exchange (SET), social cognitive theory (SCT), and conservation of resources theories (COR), we find evidence of a direct and indirect effect of variable proposed in empirical model".</li> <li>2. We have enhanced the discussion section by explicitly comparing our findings with results from similar studies conducted in other countries. This comparison helps to underscore how our findings are consistent with existing literature and theoretical arguments.          "e.g., Considering the results, we discover that leader psychopathy significantly increased the prevalence of employee expediency (H1), consistent with previous studies (e.g. <a href="#">Erkutlu and Chafra, 2019</a>) Studies conducted in the past have validated the notion that the negative component of supervisory roles affects individual performance. This sustained exposure to leader psychopathy can cultivate a detrimental environment where negative roles are reinforced, fostering an atmosphere of perceived threat among individuals"</li> <li>3. Additionally, we have included a short conclusion at the end of the manuscript, summarizing the key findings and their implications.          "This study investigates the impact of psychopathic leadership on employee expediency within the hospitality industry. Our findings reveal a significant positive correlation between psychopathic traits in leaders and the expedient behavior of their employees. These results are consistent with prior research from various countries, which also highlights the detrimental effects of psychopathic leadership on workplace environments. By comparing our findings with similar studies, we affirm the global relevance of the issue and the necessity for organizations to recognize and mitigate the presence of psychopathic tendencies in leadership roles. The implications for the hospitality industry are</li> </ol>
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	<p>particularly critical, given the sector's reliance on positive employee interactions and customer satisfaction. Overall, this research underscores the importance of promoting ethical and empathetic leadership to enhance job satisfaction and organizational well-being. Future studies should explore intervention strategies and further cross-cultural comparisons to build on these findings".</p>
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12/14/24, 6:13 AM

Gmail - [D] Reviews of the manuscript (1. round)

Dear Dr. Yulianeu,

We have sent the revised version of your paper to the reviewers for the 2nd round of reviews. We expect their feedback by the end of the month.

Thank you for your understanding and patience.

Kind regards,

Vlatka Venos

[Kutipan teks disembunyikan]

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Aneu Yulianeu <anjusu09@gmail.com>  
Kepada: Vlatka Venos <Vlatka.Venos@pilar.hr>

12 September 2024 pukul 06.34

Thank you very much for your feedback.

[Kutipan teks disembunyikan]

# BUKTI 4 Review of Manuscript (2 round)

12/14/24, 8:14 AM

Gmail - [DI] Reviews of the manuscript (2. round)



Aneu Yulianeu <anjusu09@gmail.com>

## [DI] Reviews of the manuscript (2. round)

2 pesan

Vlatka Venos <vlatka.venos@pilar.hr>

8 November 2024 pukul 23.24

Kepada: Dr Aneu Yulianeu <anjusu09@gmail.com>

Cc: Faizal Wihuda <fwihuda@gmail.com>, Arief Adhy Kurniawan <arieadhykurniawan@gmail.com>

Dear Authors,

Thank you for your efforts and the time you have invested in improving the manuscript so far. After receiving the reviewers' comments from this second round of reviews, we have identified certain aspects that require further attention to prepare the manuscript for consideration for publication. We kindly ask that you carefully review all comments from this round, as well as revisit the initial comments from Reviewer C from the first round. Specifically, all requested changes from the reviewer must be clearly implemented in the text. A clear implementation of all requested revisions is crucial for moving forward with the process. Additionally, it would be beneficial for you to prepare a new letter to Reviewer C, in which you respond to each comment individually and explain the changes made.

Best wishes,

Dr.sc. Iva Čemja Rajter, Associate Editor

Vlatka Venos  
Secretary  
"Društvena istraživanja"  
Institute of Social Sciences Ivo Pilar  
Marulićev trg 19/1  
10 000 Zagreb, Croatia  
Phone: + 385 1 4829-103  
+ 385 1 4886-815  
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E-mail: [Vlatka.Venos@pilar.hr](mailto:Vlatka.Venos@pilar.hr)

Subject: From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics

Review A (2. Round)

Dear Editor,

I have reviewed the revised manuscript entitled "From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics" and am pleased with the authors' responses to my initial comments. The adjustments they have made have notably enhanced the paper. However, I have two further suggestions for improvement:

1. The introduction section would benefit from being divided into more paragraphs to improve readability, as it is currently quite dense.
  2. It would be advantageous for the authors to include a brief attrition analysis within the manuscript, as they have detailed in their response.
- Overall, I am satisfied with the revisions to date. With these additional improvements, in my opinion, the paper can be accepted for publication.

Review B (2. Round)

I have no additional remarks or comments on the new version of the manuscript submitted by the authors since the key shortcomings have been



12/14/24, 8:14 AM

Gmail - [D] Reviews of the manuscript (2. round)

corrected.

Review C (2. Round)

Dear Editor,


As the authors did not adequately address my comments from the first round (i.e., they replied to most of my comments only in the author response form but did not implement the changes in the manuscript), I cannot consider the revised manuscript for publication. I strongly encourage the authors to review all my comments again, revise the manuscript accordingly, and make sure they implemented all the changes directly in the text.

Sincerely,

Reviewer C.

Društvena istraživanja: Journal for General Social Issues

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Aneu Yulianeu <anjusu09@gmail.com>  
Kepada: Vlatka Venos <vlatka.venos@pilar.hr>

19 November 2024 pukul 09.11

Dear Editors,


We are grateful to the editor and reviewers for their careful consideration of this manuscript. Their constructive comments and suggestions have significantly enhanced the clarity and rigor of our research. We have carefully addressed all of the points raised and believe that the revised manuscript is substantially improved as a result. We welcome any further suggestions they may have. Enclosed is a point-by-point response detailing the changes made to the manuscript in response to your comments.


Aneu Yulianeu on Behalf of all authors

[Kutipan teks disembunyikan]

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2 lampiran

 Leader psychopathy and Employee expediencyReview.docx  
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## 2 Lampiran

### 1. Leader Psychopathy

#### Review A (2. Round)

**Subject: From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics**

Dear Editor,

I have reviewed the revised manuscript entitled "From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics" and am pleased with the authors' responses to my initial comments. The adjustments they have made have notably enhanced the paper. However, I have two further suggestions for improvement:

1. The introduction section would benefit from being divided into more paragraphs to improve readability, as it is currently quite dense.
2. It would be advantageous for the authors to include a brief attrition analysis within the manuscript, as they have detailed in their response.

Overall, I am satisfied with the revisions to date. With these additional improvements, in my opinion, the paper can be accepted for publication.

#### Review B (2. Round)

**Subject: From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics**

I have no additional remarks or comments on the new version of the manuscript submitted by the authors since the key shortcomings have been corrected.

**Review C (2. Round)**

**Subject: From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics**

Dear Editor,

As the authors did not adequately address my comments from the first round (i.e., they replied to most of my comments only in the author response form but did not implement the changes in the manuscript), I cannot consider the revised manuscript for publication. I strongly encourage the authors to review all my comments again, revise the manuscript accordingly, and make sure they implemented all the changes directly in the text.

Sincerely,

Reviewer C.

## 2. Author Response

Društvena istraživanja: Journal for General Social Issues  
Institute of Social Sciences IVO PILAR

### AUTHOR RESPONSE FORM

#### Reviewer 1.

Suggestions/comments from the Reviewer	Response from the Author(s)
1. The introduction section would benefit from being divided into more paragraphs to improve readability, as it is currently quite dense.	The introduction section has already been divided into more paragraphs to improve readability, addressing the issue of density.
2. It would be advantageous for the authors to include a brief attrition analysis within the manuscript, as they have detailed in their response.	An attrition analysis has already been included in the manuscript (See Page 5, Line 31).

#### Reviewer 2.

Suggestions/comments from the Reviewer	Response from the Author(s)
I have no additional remarks or comments on the new version of the manuscript submitted by the authors since the key shortcomings have been corrected	Thank you for the valuable feedback and suggestions provided during the review process. They have been instrumental in improving the manuscript.

#### Reviewer 3.

Suggestions/comments from the Reviewer	Response from the Author(s)
1. The manuscript entitled "From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics" investigated the relationship between perceived leader's psychopathy and employee expediency, and the mediating roles of employee's organizational cynicism and moral disengagement on a sample of 282 hotel employees in Indonesia. The results of the structural equation modelling showed that perceived leader's	Yes, our research result confirms our proposed hypotheses

<p>psychopathy has a positive direct and indirect effect on employee expediency through both organizational cynicism and moral disengagement and employee expediency.</p>	
<p>2. The study is interesting, and its findings are valuable; however, I see some issues that need to be addressed prior to considering this manuscript for publication. My comments are primarily aimed at enhancing the clarity and enriching the manuscript with relevant studies on similar topics. Thus, I believe it is important to highlight in the manuscript that it is dealing with leader psychopathy perceived by their employees. Moreover, I strongly advise providing a reflection on existing literature regarding psychopathy and leadership</p> <p>a. (for example, seminal book Babiak, P., Hare, R. D., &amp; McLaren, T. (2007). <i>Snakes in suits: When psychopaths go to work</i>. New York: Harper, or papers such as Landay, K., Harms, P. D., &amp; Credé, M. (2019).</p> <p>b. Shall we serve the dark lords? A meta-analytic review of psychopathy and leadership. <i>Journal of Applied Psychology</i>, 104(1), 183–196. <a href="https://doi.org/10.1037/apl0000357">https://doi.org/10.1037/apl0000357</a>) instead of dealing with the Dark Triad concept. Given the abundance of literature on psychopathy and leadership, I was wondering why the author(s) introduced the Dark Triad concept in the introduction (I advise replacing this part with more relevant literature review) and realized from the methods section that they used psychopathy subscale from the short measure of Dark Triad, which is not specified in the manuscript. This should be corrected, the rationale for use of this measure should be provided and a reflection that</p>	<ul style="list-style-type: none"> <li>▪ <b>Leader Psychopathy Perceived by Employees:</b> We agree with your suggestion to highlight in the manuscript that it deals specifically with leader psychopathy as perceived by their employees. We have revised the introduction and relevant sections to emphasize this perspective more clearly.</li> <li>▪ <b>Reflection on Existing Literature:</b> We acknowledge the importance of reflecting on the existing literature regarding psychopathy and leadership. We have incorporated references to seminal works such as Babiak, P., Hare, R. D., &amp; McLaren, T. (2007). <i>Snakes in suits: When psychopaths go to work</i>, (See Page 2 Line 47)</li> <li>▪ Landay, K., Harms, P. D., &amp; Credé, M. (2019). <i>Shall we serve the dark lords? A meta-analytic review of psychopathy and leadership</i>. <i>Journal of Applied Psychology</i>, 104(1), 183–196. <a href="https://doi.org/10.1037/apl0000357">https://doi.org/10.1037/apl0000357</a>. These additions provide a more comprehensive background and context for our study. (See Page 11 line 14)</li> <li>▪ <b>Dark Triad Concept:</b> We appreciate your observation regarding the introduction of the Dark Triad concept. We have revised the introduction to focus more specifically on the literature related to psychopathy and leadership, as suggested. The rationale for initially including the Dark Triad was to provide a broader context, but we agree that a more targeted literature review enhances the relevance and clarity of our manuscript. We have replaced the context of psychopathy as part of the Dark Triad with more relevant literature of leader psychopathy to support our research. We hope this revision enhances the relevance and quality of the study we are submitting. (See Page 1 Line 42). The emphasis on the concept of psychopathic leaders also highlighted in the <b>Theory and Hypotheses Development</b> section. This section elaborates on the theoretical framework underpinning the role of psychopathy in leadership and its implications. (See page 2 line 40)</li> <li>▪ <b>Measurement of Psychopathy:</b></li> <li>▪ These scales are brief, with only 4 items of leader psychopathy measurement. Their brevity reduces the time burden on participants and researchers, allowing for quick data collection without compromising participant attention or engagement.</li> <li>▪ Despite their brevity, these scales demonstrate acceptable reliability and validity for capturing core aspects of psychopathy in various contexts. (See Page 6 Line 5)</li> <li>▪ <b>Supporting Evidence: Erkutlu and Chafra (2019)</b> in their study titled "Leader psychopathy and organizational deviance: the mediating role of psychological safety and the moderating role of moral disengagement," published in the <i>International Journal of Workplace Health Management</i>, utilized the psychopathy subscale derived from the Dark Triad measures. Their research demonstrates the applicability and relevance of using the Dark Triad framework to assess leadership psychopathy in organizational settings</li> <li>▪ (Erkutlu, H., &amp; Chafra, J. (2019). Leader psychopathy and organizational deviance: the mediating role of psychological safety and the moderating</li> </ul>

<p>this might not be an adequate measure of psychopathy (see Miller, J. D., Few, L. R., Seibert, L. A., Watts, A., Zeichner, A., &amp; Lynam, D. R. (2012). An examination of the Dirty Dozen measure of psychopathy: A cautionary tale about the costs of brief measures. <i>Psychological Assessment</i>, 24(4), 1048–1053. <a href="https://doi.org/10.1037/a0028583">https://doi.org/10.1037/a0028583</a>) should be placed in the discussion.</p>	<p>role of moral disengagement. <i>International Journal of Workplace Health Management</i>, 12(4), 197-213. <a href="https://doi.org/10.1108/IJWHM-10-2018-0121">https://doi.org/10.1108/IJWHM-10-2018-0121</a>).</p>
<p>3. The first part of methods section (dealing with rationales for using sample from hospitality industry in Indonesia) should be integrated into the introduction.</p>	<p>1. Thank you for your suggestion. The rationale for using a sample from the hospitality industry in Indonesia has now been integrated into the introduction section as advised. This revision should provide readers with a clearer understanding of why the Indonesian hotel industry is a suitable context for examining leader deviant behavior from the outset of the paper.</p> <p>“Leader deviant behavior is a major issue worldwide, impacting organizations and societies in various ways. This behavior can include unethical decision-making, abuse of power, corruption, harassment, and other forms of misconduct. Indonesia scores high on power distance in cultural assessments, meaning people tend to accept hierarchical authority. In such environments, leaders have more control, which can sometimes foster or enable deviant behaviors if there is a lack of checks and balances.” (See Page 1 Line 25)</p>
<p>2. In the sample section, it is specified that employees assessed the leader’s psychopathy – it would be good to specify how was “the leader” operationalized in the questionnaire and who exactly were the employees assessing. I don’t see the need for sample characteristic table, as this can be integrated in the text (i.e., there is already the information on average participants’ age, the tenure within the organization, and with the present supervisor - were these open-ended questions or categories as presented in Table 1? And the information on % of one of the genders could be provided in the text).</p>	<p>1. In our study, “the leader” was operationalized as the immediate supervisor of the employees participating in the survey. We specified this in the questionnaire by asking employees to focus on their direct supervisor when responding to the questions about leadership psychopathy. This approach ensures that the employees assessed the psychopathic traits of a leader with whom they have regular and direct interactions, providing more accurate and relevant responses. We have now included this specification in the sample section to enhance clarity. By clearly defining who the employees were assessing, we aim to improve the understanding of our methodology and ensure</p> <p>2. the validity of our findings. (See Page 5 Line 12)</p> <p>We have taken your advice and removed the sample characteristic table. Instead, we have integrated the relevant information into the text. The details on average participants’ age, tenure within the organization, and tenure with the present supervisor were categorical. We have now presented these details in the narrative format. Additionally, we have included the percentage of one of the genders directly in the text for clarity.</p>
<p>3. Regarding the procedure, it is unclear why was the data collection organized in three separate time points when it could have been collected all at once – this should be justified.</p>	<p>1. This research utilized a time lagged design because cross-sectional methods limit the inferences regarding causality and the longitudinal designs are more appropriate to test causal models which help to address reverse causality issue in the causal links. The researchers of the behavior research while studying methodological issues in mediational models have highlighted that the cross-sectional research designs do not give true picture of the reality as the data, collected at one time, has serious casualty problems of the correlated variables (Selig &amp; Preacher, 2009).</p> <ul style="list-style-type: none"> <li>▪ Selig, J. P., &amp; Preacher, K. J. (2009). Mediation models for longitudinal</li> </ul>

	<p>data in developmental research. <i>Research in human development</i>, 6(2-3), 144-164.</p> <ul style="list-style-type: none"> <li>▪ Selig, J. P., Preacher, K. J., &amp; Little, T. D. (2009). Lag as moderator models for longitudinal data.</li> </ul> <p>We have revised the methods section to clarify the rationale for organizing data collection across three separate time points. This approach was chosen to minimize response bias and reduce common method variance, allowing us to capture more accurate and reliable data. The explanation has now been included in the procedure section for greater clarity. (See Page 5, Line 25)</p>
<p>2. Was this study reviewed and approved by an institutional review board?</p>	<p>We confirm that this manuscript has been reviewed and approved by the Institutional Review Board (IRB) of STIE Latifah Mubarakiyah. The approval ensures that our study adheres to the ethical standards required for research involving human participants.</p>
<p>3.</p> <p>It is stated that all the instruments were translated to Indonesian – if this was the first use of these instruments in Indonesian context, please provide more details on the translation process (i.e., how many translators were there, how were the possible inconsistencies handled, was there some pilot-testing, etc.). Moreover, I highly recommend adding the information on respective Cronbach's alphas in instrumentation section.</p>	<p>The instruments used in this study were translated into Indonesian for the first time. To ensure accuracy and cultural relevance, we followed a rigorous translation process:</p> <p><b>Number of Translators:</b> We employed a team of three bilingual experts proficient in both English and Indonesian.</p> <p><b>Translation Steps:</b>  <b>Initial Translation:</b> Each translator independently translated the instruments from English to Indonesian.  <b>Comparison and Reconciliation:</b> The translations were compared for consistency and any discrepancies were discussed and resolved through consensus among the translators.  <b>Back-Translation:</b> The reconciled Indonesian version was then back-translated into English by a separate bilingual expert who had no prior knowledge of the original instruments. This step was to ensure that the translated version accurately reflected the original content.  <b>Review and Finalization:</b> The back-translated version was compared with the original English version, and any inconsistencies were addressed. The final Indonesian version was then reviewed and approved by all translators.  <b>Pilot Testing:</b> The translated instruments were pilot-tested with a small sample of participants from the target population to check for clarity, comprehension, and cultural appropriateness. Feedback from the pilot test was used to make any necessary adjustments to the translation.  Cronbach's <math>\alpha</math> back-translation was observed for the leader psychopathy (.82); Organizational Cynicism (.79); Moral Disengagement (.81); and Employee Expediency (.82) (See Page 5 Line 48)</p>
<p>4. In the Measurement model assessment section, there is mention of convergent, discriminant and construct validity, and it seems to me that these concepts are out of context here. I highly advise checking the meaning of these concepts and replacing them accordingly.</p>	<p>Thank you for your feedback and for highlighting the importance of accurately discussing measurement model assessment.</p> <p><b>Measurement Model Assessment</b>  We would like to clarify that the mention of convergent, discriminant, and construct validity in the measurement model assessment is not out of context. These concepts are integral to the evaluation of measurement models in Structural Equation Modeling (SEM), particularly when using Partial Least Squares SEM (PLS-SEM).</p> <p><b>Importance of Convergent, Discriminant, and Construct Validity</b></p> <ul style="list-style-type: none"> <li>▪ <b>Convergent Validity:</b> This assesses the extent to which indicators of a construct converge or share a high proportion of variance. It is typically evaluated using metrics such as Average Variance Extracted (AVE) and Composite Reliability (CR).</li> </ul>

- **Discriminant Validity:** This evaluates whether constructs that are supposed to be unrelated are indeed distinct. Techniques like the Fornell-Larcker criterion and cross-loadings are often used to assess discriminant validity.
- **Construct Validity:** This involves the overall assessment of how well a test or instrument measures the construct it is intended to measure, encompassing both convergent and discriminant validity.

#### **References Supporting PLS-SEM**

Our approach follows established guidelines and references on PLS-SEM, including:

- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2016). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Sage Publications.
- This book provides comprehensive coverage on the application of PLS-SEM, including the importance of assessing convergent, discriminant, and construct validity.
- Chin, W. W. (1998). The Partial Least Squares Approach to Structural Equation Modeling. In G. A. Marcoulides (Ed.), *Modern Methods for Business Research* (pp. 295-336). Lawrence Erlbaum Associates.
- Chin's work is foundational in PLS-SEM, emphasizing the need to evaluate measurement model validity.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135. <https://doi.org/10.1007/s11747-014-0403-8>.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In *Handbook of market research* (pp. 587-632). Cham: Springer International Publishing.



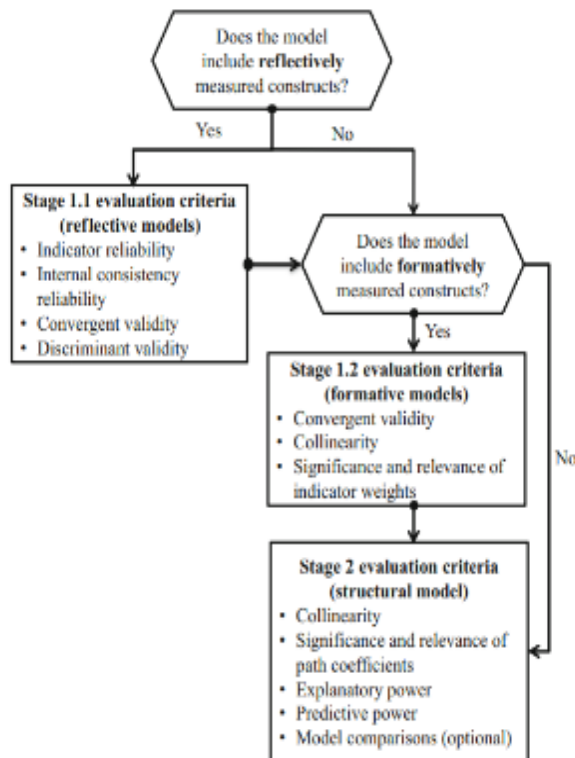


Fig. 3 PLS-SEM model evaluation. (Adapted from Sarstedt et al. 2014)

In Partial Least Squares Structural Equation Modeling (PLS-SEM), the evaluation of reflective models ensures the reliability and validity of the constructs measured by their indicators. The main criteria for evaluating reflective models include:

- a. Indicator reliability: Ensuring individual items (indicators) reliably measure the construct.
- b. Internal consistency reliability: Testing for consistency among the indicators using measures such as Cronbach's Alpha or Composite Reliability.
- c. Convergent validity: Verifying that indicators correlate highly with the construct they represent.
- d. Discriminant validity: Ensuring constructs are distinct from one another.

#### Conclusion

We would like to assure the reviewer that the concepts mentioned in the Measurement Model Assessment section are aligned with established theories and practices in Partial Least Squares Structural Equation Modeling (PLS-SEM). Our discussion is based on rigorous references from key literature in this field, ensuring that the assessment of convergent validity, discriminant validity, and construct validity is appropriate and follows standard guidelines. These concepts are integral to evaluating the reflective measurement models and are used within the context of the PLS framework as outlined in the referenced studies.

5. In presentation of results, please follow APA recommendations both in tables (e.g., number of decimal places) and text (e.g., p-values, if below .001 should be reported as  $p < .001$ ). In Table 1.

1. We have corrected the tables and text to accurately match APA guidelines. These changes aim to improve the clarity and conformity of our manuscript to APA standards.
2. Thank you for your feedback. We have addressed your suggestion by removing Table 1 (the second one) from the manuscript as per your guidance. Therefore, we did not proceed with making the requested changes regarding gender coding

<p>(the second one – please check the table’s numbering and referencing in the text – there is mention of Table V) information on how the gender was coded should be provided, and the numbers before variables should be added (so the numbers in the heading row are meaningful). What are the meanings of abbreviations in Figure 1, what coefficients are presented, and the title of the Figure should be in accordance with APA recommendations (i.e., the model should be specified).</p>	<p>or numbering variables in that table.</p> <p>3. Notes: LP = leader psychopathy; OC = Organizational Cynicism; MD = Moral Disengagement; EE = Employee Expediency.</p>
<p>6. As Hypothesis 1 involves correlation, I recommend providing a reflection on bivariate correlations as well.</p>	<p>We would like to confirm that we have conducted a bivariate analysis and included the results in the journal. This analysis supports the relationships among the key variables in our study and aligns with the theoretical framework presented. We hope this addresses your concerns and provides clarity. (See Page 10 Line 10)</p>
<p>7. I highly recommend starting the discussion section with the reminder on what the aims of the study were.</p> <p>It would be good to point out how exactly the “findings are consistent with their arguments”. I would have expected to see the comparison of the obtained results with results from similar studies from other countries in the discussion, and I highly advise enriching the manuscript with such comparisons. In the end, I recommend providing a short conclusion.</p>	<p>1. We have already incorporated a reminder of the study’s aims at the beginning of the discussion section. This helps to provide context and ensure that the findings are interpreted in relation to the original objectives of the study.</p> <p>“The present study investigated and evaluated the correlation between the leader’s psychopathy and hotel employee expediency. By integrating leader psychopathy, employee expediency, organizational cynicism, and moral disengagement with the social exchange theory (SET), social cognitive theory (SCT), and conservation of resources theories (COR), we find evidence of a direct and indirect effect of variable proposed in empirical model”. (See Page 10 Line 16)</p> <p>2. We have enhanced the discussion section by explicitly comparing our findings with results from similar studies conducted in other countries. This comparison helps to underscore how our findings are consistent with existing literature and theoretical arguments.</p> <p>“e.g., Considering the results, we discover that leader psychopathy significantly increased the prevalence of employee expediency (H1), consistent with previous studies (e.g. Erkutlu and Chafra, 2019) Studies conducted in the past have validated the notion that the negative component of supervisory roles affects individual performance. This sustained exposure to leader psychopathy can cultivate a detrimental environment where negative roles are reinforced, fostering an atmosphere of perceived threat among individuals” (See Page 10 Line 21)</p> <p>3. Additionally, we have included a short conclusion at the end of the manuscript, summarizing the key findings and their implications.</p> <p>“This study investigates the impact of psychopathic leadership on employee expediency within the hospitality industry. Our findings reveal a significant positive correlation between psychopathic traits in leaders and the expedient behavior of their employees. These results are consistent with prior research from various countries, which also highlights the detrimental effects of psychopathic leadership on workplace environments. By comparing our findings with similar studies, we affirm the global relevance of the issue and the necessity for organizations to recognize and mitigate the presence of psychopathic</p>

	<p>tendencies in leadership roles. The implications for the hospitality industry are particularly critical, given the sector's reliance on positive employee interactions and customer satisfaction. Overall, this research underscores the importance of promoting ethical and empathetic leadership to enhance job satisfaction and organizational well-being. Future studies should explore intervention strategies and further cross-cultural comparisons to build on these findings". (See Page 13 Line 21)</p>
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## BUKTI 5 Review of Manuscript (3 round)

12/14/24, 6:14 AM

Gmail - [DI] Review of the manuscript (3. round)



Aneu Yulianeu <anjusu09@gmail.com>

### [DI] Review of the manuscript (3. round)

2 pesan

Vlatka Venos <vlatka.venos@pilar.hr>  
Kepada: Dr Aneu Yulianeu <anjusu09@gmail.com>

29 November 2024 pukul 19.51

Dear Dr. Yulianeu,

Following an additional round of reviews, there remain some comments that require your attention before we can proceed with the publication of your manuscript "From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics". These comments have been inserted directly into the manuscript document for your convenience.

We kindly ask that you carefully review each comment, make the necessary changes, and provide a clear response in the document to explain how you have addressed each point. Clearly show the revisions in the text, either with a different color text or by highlighting the changes.

It is important to ensure that all required revisions are thoroughly implemented to meet the standards of the journal.

Please note that these revisions are essential for the acceptance of your manuscript, and we encourage you to complete them promptly.

Best regards  
Dr.sc. Iva Černja Rajter, Associate Editor

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7 Desember 2024 pukul 11.15

We would like to express our deep appreciation to the editor and reviewers for their careful consideration of our manuscript. Their valuable comments and suggestions have been instrumental in strengthening our research. We have diligently addressed all of the raised concerns and believe the revised version reflects these valuable contributions. We are eager to receive any further feedback they may offer.

Sincerely yours

Aneu Yulianeu on Behalf of all authors  
[Kutipan teks disembunyikan]

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## From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics

### Abstract

The research conducted is grounded on the principles of social exchange (SET), social cognitive theory (SCT), and conservation of resources theories (COR). These theories enable us to comprehend the indirect correlation between leader psychopathy and employee expediency. To validate our research, we surveyed three waves, collecting information from 282 hotel employees in Indonesia. The PLS-SEM partial least square structural equation modeling technique was used to test the hypotheses. The results ~~demonstrates~~demonstrated evidence that leader psychopathy has a positive direct and indirect effect on employee expediency through organizational cynicism and moral disengagement. We make novel theoretical, empirical, and practical contributions by explaining why leader psychopathy affects employee expediency. This study is one of the first to integrate leader psychopathy, organizational cynicism, moral disengagement, and employee expediency into a single theoretical model. Theoretical and practical implications, limitations, and future directions are discussed.

**Keywords:** Psychopathy, Leader, Cynicism, Disengagement, Expediency, Hotel, Employee

**Research Type:** Research Paper

### Introduction

Leader deviant behavior is a major issue worldwide, impacting organizations and societies in various ways. This behavior can include unethical decision-making, abuse of power, corruption, harassment, and other forms of misconduct. Indonesia scores high on power distance in cultural assessments, meaning people tend to accept hierarchical authority. In such environments, leaders have more control, which can sometimes foster or enable deviant behaviors if there is a lack of checks and balances. Leader psychopathy is a striking example of deviant behavior with significant ramifications. Palmén et al. (2021) assert that power, prestige, and money are primary attractions for psychopaths. Given its potential to provide these elements, it seems logical for them to be drawn to the hospitality industry. With its dynamic and customer-centric nature, the hospitality sector offers opportunities for individuals to wield influence, attain prestige, and potentially amass wealth. Psychopaths, being drawn to environments where they can exploit power dynamics and gain personal advantages, might find the hospitality industry appealing. The combination of managerial roles, customer interactions, and financial dealings within this sector aligns with the factors that attract psychopathic individuals (Zhuang et al., 2022). This perspective sheds light on the possible alignment between the characteristics of the hospitality industry and the preferences of individuals with psychopathic traits, raising questions about the implications for organizational dynamics and employee deviant behavior within this specific professional domain.

Multiple authors have proposed that leaders' traits, behavior, and attitudes, or the extent to which followers perceive their leaders to engage in persistent hostile verbal and non-verbal behaviors, are a primary cause of employee deviant behavior (Sharma, 2018). Leader psychopathy, as a type of leadership destructive behavior (Boddy, 2021), is considered very damaging to the overall health of a company and the well-being of its employees. Leaders who exhibit psychopathic traits often show a charming facade, concealing their underlying disregard for others. Employees under the influence of psychopathic leaders frequently experience heightened stress, diminished job satisfaction, and increased turnover intentions (Blicke et al., 2018). These toxic leadership behaviors tend to create a hostile work environment marked by manipulation, bullying, and a lack of empathy. The negative

influences the connection between psychopathic leadership and employee expediency. Employees who feel skeptical because they believe their resources are at risk could engage in expedient actions to protect themselves or safeguard their interests when they perceive a shortage of resources. Essentially, the ~~Conservation-of-Resources~~COR theory elucidates how organizational cynicism functions as an intermediary by mirroring the strain and depletion of resources resulting from psychopathic leadership, ultimately impacting employees to partake in expedient actions. Therefore, we suggest the subsequent hypothesis:

**Hypothesis 2:** Organizational cynicism mediates a positive relationship between a leader's psychopathy and employee expediency.

### **Mediating Role of Moral Disengagement**

Moral disengagement, a concept initially proposed by Albert Bandura (2011), centers on the notion that individuals can mentally detach themselves from their moral self-regulation and self-criticism purposefully. Bandura's social cognitive theory posits that moral disengagement arises from cognitive mechanisms enabling individuals to rationalize or justify morally dubious activities without activating the usual self-imposed consequences of ethical violations. Further, individuals deactivate moral self-regulation by strategically reframing situations, providing themselves with cognitive room to rationalize and justify specific behaviors that would otherwise be deemed inconsistent with established moral standards. This process involves a cognitive shift wherein individuals manipulate their perception of a given situation, allowing them to reinterpret actions that diminish moral culpability. Individuals can create a mental space that accommodates behaviors that might conflict with their ethical principles by engaging in such reframing. This ability to reframe situations serves as a mechanism for moral disengagement, enabling individuals to navigate moral complexities and engage in actions that might otherwise evoke self-sanctions and guilt. Prior studies have demonstrated that moral disengagement plays a vital role as a psychological mechanism by which ethically questionable leadership influences the immoral conduct of subordinates (e.g., Akhtar et al., 2023; Fuller, 2022). This relationship implies that leaders who display poor ethical behavior can influence the moral decision-making of their subordinates by creating an atmosphere that enables moral disengagement. In such situations, people may experience psychological facilitation in detaching themselves from their moral convictions, resulting in a higher probability of participating in actions that depart from ethical norms. The connection between morally questionable leadership, the disconnection from moral standards, and the resulting unethical actions highlights the complex relationship between leadership behavior and the ethical behavior of individuals inside an organization.

Psychopathic leaders specifically cultivate a very demanding work atmosphere, causing subordinates to justify their harmful actions to the overwhelming pressure exerted by these leaders. Psychopathic leadership in a stressful environment might lead employees to engage in expedient conduct. This behavior is driven by the need to find quick and efficient solutions to cope with the increased stress and demanding conditions. The correlation between the influence of psychopathic leaders and expedient employee behavior emphasizes the effect of leadership practices on shaping employees' reactions within the organizational context, highlighting the possibility of expedient actions as a coping mechanism in response to the demanding work environment.

**Hypothesis 3:** Moral Disengagement mediates a positive relationship between a leader's psychopathy and employee expediency.

## **Method**

### **Sample and procedure**

The hypotheses were tested by employing data from a survey of hotel personnel in eight four and five-star hotels in Indonesia. The participants were made accessible to the managers of each hotel selected

for this study. Confidentiality was guaranteed, and participation was entirely optional. The primary reason for selecting employees from the hospitality industry to study the impact of psychopathic leaders on employee expediency is the high interaction levels inherent in this sector. In the hospitality industry, employees constantly engage with leaders, colleagues, and customers, creating an environment where leadership styles have a pronounced and observable effect. This frequent and varied interaction amplifies the influence of a leader's behavior, making it an ideal context to study the specific impacts of psychopathic leadership on employee expediency.

Further, we utilized a self-reporting methodology. The common method variance may influence the results. To mitigate this bias, the present study, following the guidelines of (Podsakoff et al., 2012), gathered the data in three phases, with a ten-day gap between each stage.

At Time 1, 450 employees were asked to fill out a questionnaire that assessed the leader's psychopathy and the control variables. Leader psychopathy was operationalized as the immediate supervisor of the employees participating in the survey. We specified this in the questionnaire by asking employees to focus on their direct supervisor when responding to the questions about leadership psychopathy. This approach ensures that the employees assessed the psychopathic traits of a leader with whom they have regular and direct interactions, providing more accurate and relevant responses.

A total of 356 employees have provided us with their feedback. After ten days, at Time 2, we distributed a second questionnaire that dealt with moral disengagement and organizational cynicism to those individuals who had previously completed the Time-1 survey. A total of 336 questionnaires were returned. At the end of the ten days, at Time 3, we invited the 336 individuals who had previously filled out questionnaires at Time 1 and Time 2 to evaluate their expedient conduct. A total of three hundred questionnaires were returned. A total of 282 employees were included in the usable sample, leading to a response rate of 78.06%. This result was achieved by removing any data deemed erroneous or fraudulent (for example, all responses were identical). ~~This research utilized a time-lagged design because cross-sectional methods limit the inferences regarding causality and the longitudinal designs are more appropriate to test causal models which help to address reverse causality issue in the causal links. This approach was chosen to minimize response bias and reduce common method variance, allowing us to capture more accurate and reliable data (Selig & Preacher, 2009).~~

We conducted an attrition analysis to determine whether participants who dropped out differed from those who remained in the study. This research study categorize participants into two groups: those who dropped out of the study (dropouts) and those who completed it (completers). We check for major differences between groups. Important discrepancies may imply that the dropout group is not randomly distributed, which might induce bias. Our research found no differences between groups so there is no indication of bias. The average age of the 282 employees was 38.2 years old (*standard deviation* $SD = 9.78$ ), the average tenure with the organization was 6.02 years (*standard deviation* $SD = 2.49$ ), and the average tenure with the present supervisor was 5.95 years compared to the standard deviation of 2.63. Participants varied in terms of their positions within the management hierarchy. The distribution of participants by managerial positions is as follows: Frontline Staff (e.g., receptionists, waiters): 252 participants (89%), Managers (e.g., restaurant managers, housekeeping supervisors): 30 participants (11%)

### **Instrumentation**

By employing the back translation method proposed by Brislin (1980), we could translate all of the items in this study into Indonesian. This technique was done because all items were initially generated in English. Cronbach's  $\alpha$  back-translation was observed for the leader psychopathy (.82); Organizational Cynicism (.79); -Moral Disengagement (.81); and Employee Expediency (.82)

our measurement model is internally consistent. Based on these findings, it can be concluded that the measurement model is compatible with structural analysis.

We also analyzed convergent and discriminant validity to prove the reliability of our findings (Fornell and Larcker, 1981). Convergent and discriminant validity were used to evaluate the construct validity in more detail. Convergent validity was established using AVE, and the results indicate that the value of AVE is greater than the cutoff point of .50 (Fornell and Larcker, 1981; Hair et al., 2013). The guidelines of Hair et al. (2019) were followed to establish the discriminant validity of the scale using two key criteria. The assessment utilized the 'Fornell-Larcker criterion method' and the 'HTMT' ratio. Table 3 shows that the constructs' average shared variance is smaller than the square root of the average variance extracted.

**Table 1. Bivariate correlations among study variables**

Variable	Gender	Age	Education	TWO	TWS	LP	OC	MD	EE
Gender	1								
Sig-2 (tailed) N	282								
Age	.062	1							
Sig-2 (tailed)	.299	282							
Education	-.090	.130*	1						
Sig-2 (tailed)	.000	.000	282						
Tenure with Organization	.010	-.008	.078	1					
Sig-2 (tailed)	.000	.000	.000	282					
Tenure with supervision	-.029	-.012	-.025	-.123	1				
Sig-2 (tailed)	.000	.000	.000	.000	282				
Leader Psychopathy	-.019	.069	-.030	.031	.073	1			
Sig-2 (tailed)	.746	.247	.618	.601	.219	282			
Organizational Cynicism	-.001	-.006	-.023	-.03	.073	.630**	1		
Sig-2 (tailed)	.991	.922	.704	.958	.783	.000	282		
Moral Disengagement	.004	.055	.047	-.017	.015	.534**	.589**	1	
Sig-2 (tailed)	.952	.356	.430	.770	.808	.000	0.00	282	
Employee Expedient	-.055	-.001	.003	.060	.024	.713**	.638**	.639**	1
Sig-2 (tailed)	.357	.982	.954	.317	.685	.000	.000	.000	282

Notes: n = 282. \*p  $\leq$  0.05; \*\*p  $\leq$  0.01; LP = leader psychopathy; OC = Organizational Cynicism; MD = Moral Disengagement; EE = Employee Expediency.



Variable	EE	LP	MD	OC
Employee Expediency	<b>.892</b>			
Leader Psychopathy	.714	<b>.883</b>		
Moral Disengagement	.640	.537	<b>.853</b>	
Organizational Cynicism	.639	.632	.591	<b>.906</b>

**Table 4. HTMT Criterion**

Variable	EE	LP	MD	OC
Employee Expediency				
Leader Psychopathy	.783			
Moral Disengagement	.687	.576		
Organizational Cynicism	.707	.700	.640	

We followed Hayes (2013) and MacKinnon et al. (2004) criteria to test for mediation effects using SmartPLS 3.0. Results of the direct impacts of leader psychopathy on the two mediating variables (organizational cynicism;  $\gamma = 0.632, p \leq .0010$  and moral disengagement;  $\gamma = .537, p \leq .0010$ ) were all significant. Further, the path between organizational cynicism and employee expediency ( $\beta = 0.189, p = .002$ ) and moral disengagement and employee expediency ( $\beta = .294, p \leq .0010$ ) were also significant. Therefore, the second requirement for testing mediation was confirmed. Additionally, as mentioned earlier, we used a bias-corrected bootstrapping technique with a 95% confidence interval to evaluate the indirect effect of leader psychopathy on employee expediency through the two mediating variables. Table V shows that the bootstrap results suggest that organization cynicism ( $\beta = 0.119, t = 3.083, p = .002$ ) and Moral Disengagement ( $\beta = .158; t = 4.760, p \leq .0010$ ) have positive and substantial mediation effects. Therefore, both H2 and H3 were confirmed.

**Table 5. Results of structural model evaluation**

Hypotheses	Relationship		Path Coefficient	t-Statistic	p-Value	Decision
H1	LP	□ EE	.437	7.585	.000	Supported
H2	LP	□ OC □ EE	.119	3.083	.002	Supported
H3	PEOU	□ MD □ EE	.158	4.760	.000	Supported
<b>Stoner Geisser Q<sup>2</sup></b>						
Employee Expediency			.489			
Organizational Cynicism			.324			
Moral Disengagement			.206			
SRMR			.082			

Prediction-oriented PLS-SEM evaluates fit factors such as R<sup>2</sup> and Q<sup>2</sup> before assessing hypotheses. Falk and Miller (1992) advised R<sup>2</sup> values above .10. Organizational Cynicism and Moral

Disengagement explained 61.7 % of employee expediency ( $R^2 = .617$ ). Chin et al. (2008) classified endogenous latent variables as substantial, moderate, or weak based on  $R^2$  values of .67, .33, or .19 to assess model validity. Employee expediency ( $R^2 = .617$ ) can be characterized as moderate. The blindfolding process in smart PLS 3.0 was used to obtain the value of  $Q^2$ . A  $Q^2$  value greater than zero demonstrates the prediction accuracy of the structural model, according to Hair et al. (2013). Our study's results provide good evidence of predictive relevance as the  $Q^2$  values for employee expediency, organizational cynicism, and moral disengagement were .489, .324, and .206, respectively. According to Lachowicz et al. (2018), one way to evaluate the relative size of the indirect impact and the overall effect is by using effect size (f Square), mediation epsilon ( $\nu$ ), or epsilon statistics ( $\nu$ ). Ogbey et al. (2020) suggest a statistical interpretation that classifies epsilon ( $\nu$ ) mediating effects as low at .02, moderate at 0.075, and high at .175. According to the calculations in Table 5, the involvement of organizational Cynicism (M) and moral disengagement (M) in facilitating the indirect impact of LP (X1) on EE (Y) at the structural level is categorized as low (.014) and moderate influence (.024).

**Table 6. Upsilon Mediation Effect Size ( $\nu$ ) or Upsilon Statistics ( $\nu$ )**

Statistical Path	Upsilon Statistics ( $\nu$ )	Information
LP (X1) $\rightarrow$ OC (M) $\rightarrow$ EE (Y)	$[(.632)^2 \times (.189)^2] = .014$	Low Influence
LP (X1) $\rightarrow$ MD (M) $\rightarrow$ EE (Y)	$[(.537)^2 \times (.294)^2] = .024$	Moderate Influence

### Discussion

The present study investigated and evaluated the ~~correlation-relationship~~ between the leader's psychopathy and hotel employee expediency. By integrating leader psychopathy, employee expediency, organizational cynicism, and moral disengagement with the social exchange (SET), social cognitive theory (SCT), and conservation of resources theories (COR), we find evidence of a direct and indirect effect of variable proposed in empirical model.

Considering the results, we discover that leader psychopathy ~~significantly increased the prevalence of~~ employee expediency (H1), consistent with previous studies (e.g. Erkutlu and Chafra, 2019). Studies conducted in the past have validated the notion that the negative component of supervisory roles affects individual performance. This sustained exposure to leader psychopathy can cultivate a detrimental environment where negative roles are reinforced, fostering an atmosphere of perceived threat among individuals. The cumulative impact of this ongoing influence may contribute to the manifestation of unwanted behaviors within the organizational context. The threatening nature associated with leader psychopathy can create a sense of instability, eroding trust and undermining the positive dynamics essential for a healthy work environment. As such, the long-term consequences of leader psychopathy may extend beyond mere observation, potentially influencing the organizational culture and shaping behaviors that deviate from desired norms. It was argued by Haider and Yean (2023) that employees who are subjected to destructive treatment are more likely to engage in deviant behavior. ~~As a result, o~~Our findings are consistent with their arguments.

Perbaikan dan disubmit tanggal 7 Des 24

## From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics

### Abstract

The research conducted is grounded on the principles of social exchange (SET), social cognitive theory (SCT), and conservation of resources theories (COR). These theories enabled us to comprehend the indirect correlation between leader psychopathy and employee expediency. To validate our research, we surveyed three waves, collecting information from 282 hotel employees in Indonesia. The PLS-SEM (Partial Least Square - Structural Equation Modeling) technique was used to test the hypotheses. The results ~~demonstrates~~ demonstrated evidence that leader psychopathy ~~had~~ has a positive direct and indirect effect on employee expediency through organizational cynicism and moral disengagement. We make novel theoretical, empirical, and practical contributions by explaining why leader psychopathy affects employee expediency. This study is one of the first to integrate leader psychopathy, organizational cynicism, moral disengagement, and employee expediency into a single theoretical model. Theoretical and practical implications, limitations, and future directions are discussed.

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### Introduction

Leader deviant behavior is a major issue worldwide, impacting organizations and societies in various ways. This behavior can include unethical decision-making, abuse of power, corruption, harassment, and other forms of misconduct. ~~Indonesia scores high on power distance in cultural assessments~~ cultural assessments, Indonesia scores high on power distance, meaning people tend to accept hierarchical authority. In such environments, leaders have more control, which can sometimes foster or enable deviant behaviors if there is a lack of checks and balances. According to the clinical definition of the term, psychopathy is described as the combination of deviant behavior and interpersonal detachment (Patrick et al., 2009). Psychopathy presents significant risks when exhibited in leadership roles, as it undermines the ethical and collaborative foundation essential for effective leadership. Leaders with psychopathic tendencies often exploit their positions for personal gain, disregarding employee well-being and organizational goals, leading to toxic work environments and long-term damage to trust and morale. Leader psychopathy is a striking example of deviant behavior with significant ramifications. Palmen et al. (2021) assert that power, prestige, and money are primary attractions for psychopaths. ~~Given its potential to provide these elements, it seems logical for them to be drawn to the hospitality industry. With its dynamic and customer-centric nature, the hospitality sector offers opportunities for individuals to wield influence, attain prestige, and potentially amass wealth. Given the hospitality industry's potential to provide these elements, pursuing a career in this field appears logical. The hospitality sector's dynamic and customer-centric nature offers professionals opportunities to wield influence, attain prestige, and potentially amass wealth.~~ Further, the reason for selecting employees from the hospitality industry to study the impact of leader psychopathy on employee expediency is the high interaction levels inherent in this sector. In the hospitality industry, employees constantly engage with leaders, colleagues, and customers, creating an environment where leadership styles have a pronounced and observable effect. This frequent and varied interaction amplifies the influence of a leader's behavior, making it an ideal context to study the specific impacts of leader psychopathy on employee expediency. Psychopaths, being drawn to environments where they can exploit power dynamics and gain personal advantages, might find the

hospitality industry appealing. The combination of managerial roles, customer interactions, and financial dealings within this sector aligns with the factors that attract psychopathic individuals (Zhuang et al., 2022). This perspective sheds light on the possible alignment between the characteristics of the hospitality industry and the preferences of individuals with psychopathic traits, raising questions about the implications for organizational dynamics and employee deviant behavior within this specific professional domain.

Multiple authors have proposed that leaders' traits, behavior, and attitudes, or the extent to which followers perceive their leaders to engage in persistent hostile verbal and non-verbal behaviors, are a primary cause of employee deviant behavior (Sharma, 2018). Leader psychopathy, as a type of leadership destructive behavior (Boddy, 2021), is considered very damaging to the overall health of a company and the well-being of its employees. Leaders who exhibit psychopathic traits often show a charming facade, concealing their underlying disregard for others. Employees under the influence of ~~psychopathic leader~~~~leader psychopathys~~ frequently experience heightened stress, diminished job satisfaction, and increased turnover intentions (Blicke et al., 2018). These toxic leadership behaviors tend to create a hostile work environment marked by manipulation, bullying, and a lack of empathy. The negative outcomes ripple through the organizational culture, fostering distrust and hindering collaboration. Recent theories and studies show how a leader acts and the different factors that make up a follower's personality, such as their center of control and willingness to take the initiative, affect how they treat their employees. Research conducted by Erkutlu and Chafra (2019) has provided evidence to support the hypothesis that psychopathy is linked to organizational deviance (Mathieu et al., 2015), affecting psychological exhaustion and job satisfaction (Volmer et al., 2016) as well as increasing work-family conflict and psychological distress of subordinates (Mathieu et al., 2014). Employee expediency, as an example of employee deviant behavior, denotes the adoption of unethical practices by employees to achieve immediate goals or desired outcomes (Greenbaum et al., 2018). This term underscores the willingness of individuals to prioritize short-term gains over ethical considerations within the workplace. This complex and concerning behavior has prompted researchers to delve into various theoretical frameworks to comprehend its underlying dynamics. In its most basic form, it is characterized by individuals engaging in questionable behaviors or taking shortcuts to accomplish their professional goals, frequently at the price of the ideals or ethical standards of the business (Zhu et al., 2023). Employees may manipulate data, take shortcuts regarding quality standards, or disobey established processes to save time or accomplish personal goals. These are just some of the ways that this phenomenon may present itself. Since employee expediency is a self-serving activity, individuals who engage in such actions likely put their interests ahead of the organization's overall betterment. Many possible dangers to the workplace are brought to light by the problems that surround employee expediency. These dangers include compromising integrity, the erosion of trust, and damage to the firm's culture (Saleem and Naseer, 2022). In a logical sense, these deviant behaviors are a significant problem for firms, and as a result, academics have focused their attention on the factors that lead to employee expediency.

Additionally, a recent meta-analysis revealed a positive correlation between workplace psychopathy and counterproductive work behavior as well as job performance (Roth and Klehe, 2021). The positive relationship between psychopathy and job performance from prior research was observed at the individual level, meaning the individual's psychopathic traits were related to their job behavior and performance. However, this study examines the relationship between managerial psychopathy and employee expediency, focusing on the interpersonal effects of psychopathic behavior in leadership on subordinates. (O'Boyle et al., 2012). Hence, this study examines how leader psychopathy generates important follower consequences like organizational cynicism, moral disengagement, and employee expediency.

Furthermore, we assume a leader's psychopathy will encourage employee expediency by lowering employee morale and involvement. Organizations grappling with ~~psychopathic leader~~~~leader psychopathyship~~ must recognize the urgency of addressing these issues. Hence, understanding and mitigating the impact of ~~psychopathic leader~~~~leader psychopathys~~ is crucial for fostering employee

well-being and ensuring the organization's long-term success. However, nothing is understood about the underlying process that drives the link between leader psychopathy and employee expediency. Hence, we analyze the possible beneficial effects of leaders' psychopathy on employee expediency. We also look at the relationship between moral disengagement and organizational cynicism and the mediating roles these two factors play.

## Theory and Hypotheses Development

### Leaders' psychopathy and employee expediency

~~In "The Mask of Sanity," Cleckley (1941) introduced the concept of corporate psychopaths within managerial contexts. The concept of corporate psychopaths was extensively developed by Boddy (2005); this research examined how individuals with psychopathic traits infiltrate managerial roles, manipulating corporate structures to achieve power and influence, often at the expense of employees' well-being and organizational performance. Babiak and Hare (2007) further expanded the understanding of this phenomenon when they coined the term "corporate psychopaths."~~ Further research conducted by ~~Boddy (2017) Gangemi and Pfohl (2009)~~ indicates that people with psychopathic characteristics frequently attain executive and senior roles in business. Such leaders tend to display unethical behavior and problematic management practices. Through the lens of social exchange theory, individuals participate in social interactions with the anticipation of gaining advantages and reducing disadvantages (Ermer and Kiehl, 2010). Within a professional environment, a leader who displays psychopathic ~~feature characteristics~~ may employ manipulative tactics to attain personal benefits, exploiting others for their advantage (Babiak et al., 2007). In reaction to ~~psychopathic leader leader psychopathyship~~, the followers or subordinates may adopt expedient conduct to deal with the situation. They may prioritize immediate profits and expedient measures to manage the difficult circumstances caused by the ~~psychopathic leader leader's psychopathy~~. This behavior can be interpreted as a practical reaction to the leader's absence of empathy and self-centered concentration. Further, leaders who demonstrate psychopathic qualities may exhibit deceptive behavior, high levels of self-confidence, a lack of empathy, remorselessness, superficial charm, and a tendency to place their interests above those of the organization or their team. This behavior frequently entails a lack of regard for ethical norms, a readiness to take advantage of others, and a concentration on attaining personal objectives without considering the welfare of employees or the overall company culture.

Additionally, the principle of ~~conservation of resources (COR)~~ might be utilized to comprehend this correlation. ~~Psychopathic leader Leader psychopathyship~~ can exhaust the emotional and psychological reserves of employees through deceptive and exploitative methods. Employees may engage in expedient conduct to safeguard their well-being and adapt to a demanding work environment, aiming to conserve their resources and shield themselves from the detrimental consequences of ~~psychopathic leader leader psychopathyship~~. To summarize, there is a connection between ~~psychopathic leader leader psychopathyship~~ and expedient behavior, which the principles of social exchange theory and the conservation of resources theory may explain. The manipulative acts of the ~~psychopathic leader leader's psychopathy~~ may compel followers to adopt expedient habits as a pragmatic reaction to the challenging work environment caused by their leadership. Scholars have explored the impact of psychopathy as a personality factor on organizational and personnel results in the multi-context business (Blickle and Schütte, 2017; De Clercq et al., 2019; Jones, 2014). There is substantial evidence from previous research that leader psychopathy has a significant impact on employees, such as psychological distress, ~~work-family conflict, emotional exhaustion, depersonalization, and burnout~~ ( $\beta = 0.16; p \leq 0.05$ ), ~~work-family conflict~~, ( $\beta = 0.19; p \leq 0.05$ ), ~~emotional exhaustion~~ ( $r = 0.620; p < 0.001$ ), ~~depersonalization~~ ( $r = 0.467, p < 0.001$ ), and an increase in burnout ( $\beta = 0.26, t(281) = 4.11, p < 0.001$ ) (Mathieu et al., 2014; Sutton et al., 2020; Oyewunmi, 2018). Hence, we predict that the causes of expediency as a deviant behavior establish a strong foundation for forecasting the adverse correlation between employee expediency and socially disruptive behavior (~~psychopathic leader leader~~

~~psychopathyship~~). Consequently, followers of ~~psychopathic leader/leader psychopathys~~ are frequently subjected to social and psychological pressures that promote expediency. Therefore, we propose the following hypothesis:

**Hypothesis 1:** ~~There is a positive correlation~~ A positive correlation exists between ~~leader psychopathy~~ and employee expediency.

#### **Mediating Role of Organizational Cynicism**

Organizational cynicism has recently garnered increasing attention due to corporate scandals and unethical behavior by its leaders, which has exacerbated employees' skepticism toward the organization. Organizational cynicism can contribute to employee depression due to a belief in a lack of honesty, leading to strong negative sentiments and critical decision-making (Grama and Todericiu 2016). Snowden and Gray (2011) noted that when managers behave in an impulsive and risky manner toward them, workers frequently lose faith in their leaders and disobey work-related instructions. Küçük (2022) also found that those with a cynical attitude tend to be suspicious of management and mistrust their superiors. In conclusion, when managers display psychopathic or abusive behaviors with their staff, it makes people less hopeful about their futures in the company and more skeptical of the management and leads to increased deviant behavior. The relationship between ~~psychopathic leader/leader psychopathyship~~, organizational cynicism, and employee expediency can be explored by applying the ~~Conservation of Resources (COR) theory/hypothesis~~, which highlights the mediating role of organizational cynicism. According to the ~~Conservation of Resources (COR)~~ theory, individuals are motivated to obtain, maintain, and safeguard resources (Abubakar, 2018). Stress arises when there is a perceived risk to these resources. Organizational cynicism arises as a reaction to the perceived reduction or endangerment of personal and managerial resources. Within the framework of ~~psychopathic leader/leader psychopathyship~~, these individuals may exhibit actions that exhaust or jeopardize the assets of subordinates, including trust, social cohesion, and a conducive work atmosphere.

Consequently, employees may develop skepticism to protect themselves against the perceived threat to resources; cynicism functions as a mechanism for employees to manage the stress and uncertainty resulting from ~~psychopathic leader/leader psychopathyship~~. Organizational cynicism ~~serves as an intermediary factor that influences~~ is an intermediary factor influencing the connection between ~~psychopathic leader/leader psychopathyship~~ and employee expediency. Employees who feel skeptical because they believe their resources are at risk could engage in expedient actions to protect themselves or safeguard their interests when they perceive a shortage of resources. Essentially, the ~~Conservation of Resources~~ COR theory elucidates how organizational cynicism functions as an intermediary by mirroring the strain and depletion of resources resulting from ~~psychopathic leader/leader psychopathyship~~, ultimately impacting employees to partake in expedient actions. Therefore, we suggest the subsequent hypothesis:

**Hypothesis 2:** Organizational cynicism mediates a positive relationship between a leader's psychopathy and employee expediency.

#### **Mediating Role of Moral Disengagement**

Moral disengagement, a concept initially proposed by ~~Albert Bandura (1990)-(2011)~~, centers on the notion that individuals can mentally detach themselves from their moral self-regulation and self-criticism purposefully. Bandura's social cognitive theory posits that moral disengagement arises from cognitive mechanisms enabling individuals to rationalize or justify morally dubious activities without activating the usual self-imposed consequences of ethical violations ~~(Newman et al., 2020)~~. Further, individuals deactivate moral self-regulation by strategically reframing situations, providing themselves with cognitive room to rationalize and justify specific behaviors that would otherwise be

deemed inconsistent with established moral standards. This process involves a cognitive shift wherein individuals manipulate their perception of a given situation, allowing them to reinterpret actions that diminish moral culpability. Individuals can create a mental space that accommodates behaviors that might conflict with their ethical principles by engaging in such reframing. This ability to reframe situations serves as a mechanism for moral disengagement, enabling individuals to navigate moral complexities and engage in actions that might otherwise evoke self-sanctions and guilt. Prior studies have demonstrated that moral disengagement plays a vital role as a psychological mechanism by which ethically questionable leadership influences the immoral conduct of subordinates (e.g., Akhtar et al., 2023; Fuller, 2022). This relationship implies that leaders who display poor ethical behavior can influence the moral decision-making of their subordinates by creating an atmosphere that enables moral disengagement. In such situations, people may experience psychological facilitation in detaching themselves from their moral convictions, resulting in a higher probability of participating in actions that depart from ethical norms. The connection between morally questionable leadership, the disconnection from moral standards, and the resulting unethical actions highlights the complex relationship between leadership behavior and the ethical behavior of individuals inside an organization.

~~Psychopathic leader~~ Leader psychopathy specifically cultivates a very-demanding work atmosphere, causing subordinates to justify their harmful actions to the overwhelming pressure exerted by these leaders' overwhelming pressure. ~~Psychopathic leader~~ Leader psychopathy in a stressful environment might lead employees to engage in expedient conduct. This behavior is driven by the need to find quick and efficient solutions to cope with the increased stress and demanding conditions. Psychopathy and expedient employee behavior show how leadership practices shape employees' reactions in the organizational context, suggesting that expedient actions may be a coping mechanism for the demanding work environment. ~~The correlation between the influence of psychopathic leaders and expedient employee behavior emphasizes the effect of leadership practices on shaping employees' reactions within the organizational context, highlighting the possibility of expedient actions as a coping mechanism in response to the demanding work environment.~~

**Hypothesis 3:** Moral Disengagement mediates a positive relationship between a leader's psychopathy and employee expediency.

## Method

### Sample and procedure

The hypotheses were tested by employing data from a survey of hotel personnel in eight four and five-star hotels in Indonesia. This study followed the ethical guidelines and received approval from the Institutional Review Board (IRB) of STIE Latifah Mubarakiyah, ensuring compliance with ethical standards for research involving human participants. ~~The participants were made accessible to the managers of each hotel selected for this study.~~ Confidentiality was guaranteed, and participation was entirely optional. ~~The primary reason for selecting employees from the hospitality industry to study the impact of psychopathic leaders on employee expediency is the high interaction levels inherent in this sector. In the hospitality industry, employees constantly engage with leaders, colleagues, and customers, creating an environment where leadership styles have a pronounced and observable effect. This frequent and varied interaction amplifies the influence of a leader's behavior, making it an ideal context to study the specific impacts of psychopathic leadership on employee expediency.~~

~~Further, we utilized a self-reporting methodology. The common method variance may influence the results. To mitigate this bias, the present study, following the guidelines of (Podsakoff et al., 2012), gathered the data in three phases, with a ten-day gap between each stage.~~

At Time 1, 450 employees were asked to fill out a questionnaire that assessed the leader's psychopathy and the control variables. Leader psychopathy was operationalized as the immediate supervisor of the employees participating in the survey. We specified that the psychopathy subscale from the Dirty Dozen measure was adapted to assess leader personality traits as perceived by

~~employees, this in the questionnaire by asking employees to focus on their direct supervisor when responding to the questions about leadership psychopathy.~~ This approach ensures that the employees ~~assess~~considered the psychopathic traits of a leader with ~~whom they have~~ regular and direct interactions, providing more accurate and relevant responses.

A total of 356 employees have provided us with their feedback. After ten days, at Time 2, we distributed a second questionnaire that dealt with moral disengagement and organizational cynicism to those individuals who had previously completed the Time-1 survey. A total of 336 questionnaires were returned. At the end of the ten days, at Time 3, we invited the 336 individuals who had previously filled out questionnaires at Time 1 and Time 2 to evaluate their expedient conduct. A total of three hundred questionnaires were returned. A total of 282 employees were included in the usable sample, leading to a response rate of 78.06%. This result was achieved by removing any data deemed erroneous or fraudulent (for example, all responses were identical). ~~This research utilized a time-lagged design because cross-sectional methods limit the inferences regarding causality and the longitudinal designs are more appropriate to test causal models which help to address reverse-causality issue in the causal links. This approach was chosen to minimize response bias and reduce common method variance, allowing us to capture more accurate and reliable data (Selig & Preacher, 2009).~~

We conducted an attrition analysis to determine whether participants who dropped out differed from those who remained in the study. This research study ~~categorize~~categorizes participants into two groups: those who dropped out of the study (dropouts) and those who completed it (completers). We check for major differences between groups. Important discrepancies may imply that the dropout group is not randomly distributed, which might induce bias. Our research found no differences between groups, so there is no indication of bias. The sample consisted of 282 employees with an average age of 38.2 years (SD = 9.78). Among the 282 responses, 126 were female and 43 were male. The average tenure with the organization was 6.02 years (SD = 2.49), while the average tenure with their current supervisor was 5.95 years (SD = 2.63). The average age of the 282 employees was 38.2 years old (standard deviation SD = 9.78), the average tenure with the organization was 6.02 years (standard deviation SD = 2.49), and the average tenure with the present supervisor was 5.95 years compared to the standard deviation of 2.63. Participants varied in terms of their positions within the management hierarchy. The distribution of participants by managerial positions is as follows: Frontline Staff (e.g., receptionists, waiters): 252 participants (89%). Managers (e.g., restaurant managers, housekeeping supervisors): 30 participants (11%).

The mean of educational attainment is 1.776 (SD = 0.650) on a scale where higher numbers probably indicate higher levels of education. Regarding organizational attitudes and behaviors, the mean score for organizational cynicism is 10.883 (SD = 2.740), suggesting a moderate level of cynicism among employees. Moral disengagement, reflecting the extent to which employees rationalize unethical behavior, has a mean score of 28.911 (SD = 6.306), pointing to a range of moral reasoning processes in the workforce. Further, employee expediency, which may reflect pragmatic or self-serving behaviors, has a mean of 14.354 (SD = 3.724).

### **Instrumentation**

By employing the back translation method proposed by Brislin (1980), we could translate all of the items in this study into Indonesian. This technique was done because all items were initially generated in English. ~~The scale contains 5 Likert scale items ranging from strongly disagree to agree strongly. Cronbach's  $\alpha$  back-translation was observed for the leader psychopathy (.82); Organizational Cynicism (.79); Moral Disengagement (.81); and Employee Expediency (.82).~~



**Leader psychopathy.** We measured Leader psychopathy developed by Jonason and Webster (2010) on a 4-item scale. Sample items include "My immediate supervisor tends to lack remorse and tends to be unconcerned with the morality of my actions. The Cronbach's alpha of the scale in the current study is 0.906. We measured leader psychopathy using a 4-item scale developed by Jonason and Webster (2010), originally part of the Dirty Dozen measure designed to assess individual personality traits. This scale was selected for its brevity and its specific focus on personality traits relevant to leadership contexts. Prior research has demonstrated that this four-item scale has a high internal consistency; Cronbach's  $\alpha$  (.91) (Erkutlu and Chafra, 2019). We chose to use the psychopathy subscale from the Dark Triad measures due to its validated psychometric properties, practicality for organizational research, and comprehensive framework for understanding dark personality traits. The existing body of research supports the reliability and validity of these measures, making them suitable for our study on leadership psychopathy and its impact on employee expediency.

**Organizational Cynicism.** We measured Organizational cynicism, developed by Dean et al. (1998), on a 3-item scale. Examples of statements were "Company policies, goals, and practices are often inconsistent. The Cronbach alpha for current organizational cynicism is 0.892. Previous research from Jiang et al. (2019) proved that this measurement has yielded acceptable reliability: cynicism faith ( $\alpha = .92$ ), cynicism behavior ( $\alpha = .84$ ), and cynicism emotion ( $\alpha = .93$ ).

**Moral disengagement.** Moral disengagement was measured by Moore et al.'s (2012) propensity to disengage on an 8-item scale morally. Sample items include "People can't be blamed for doing things that are technically wrong when all their friends are doing it too." Cronbach's reliabilities of .89 <  $\alpha$  < .93 indicated that this measure, utilized in earlier studies for eastern individuals, had psychometric solid qualities. (Knoll et al., 2016; Pagliaro et al., 2018). This study reported that Cronbach alpha of the scale was 0.947

**Employee expediency.** We assessed employee expediency with Greenbaum et al.'s (2018) 4-item scale. Sample items include "I only enforce company rules when they benefit my welfare." It has shown satisfactory levels of internal consistency in earlier research (Erkutlu and Chafra, 2019) with Cronbach's reliabilities of .91. The 4-item scale achieved an internal consistency of 0.914.

**Control variables.** We accounted for the demographic variables significantly linked to employee expedient, such as age, gender (dummy variable coded as 1 for female and 0 for male), tenure with the organization, and tenure with the current supervisor (in years) (Greenbaum et al., 2018).

Table 1 presents the correlations between gender, age, education, tenure with the organization (TWO), tenure with the supervisor (TWS), leader psychopathy (LP), organizational cynicism (OC), moral disengagement (MD), and employee expediency (EE) among 282 respondents. The results revealed several significant relationships. Education was positively correlated with age, indicating that older employees tend to have higher educational levels. Leader psychopathy showed strong positive correlations with organizational cynicism and moral disengagement, suggesting that perceptions of psychopathic leadership are associated with higher levels of cynicism and disengagement among employees. Additionally, employee expediency was strongly and positively correlated with leader psychopathy, organizational cynicism, and moral disengagement, highlighting a potential link between these constructs in workplace behaviors

The sample consists of respondents with an average age of 38.205 years ( $SD = 9.787$ ) and a slight gender skew indicated by the mean gender score of 1.446 ( $SD = 0.498$ ). The mean of educational attainment is 1.776 ( $SD = 0.650$ ) on a scale where higher numbers probably indicate higher levels of education. Regarding organizational attitudes and behaviors, the mean score for organizational cynicism is 10.883 ( $SD = 2.740$ ), suggesting a moderate level of cynicism among employees. Moral disengagement, reflecting the extent to which employees rationalize unethical behavior, has a mean score of 28.911 ( $SD = 6.206$ ), pointing to a range of moral reasoning processes in the workforce. Further, employee expediency, which may reflect pragmatic or self-serving behaviors, has a mean of 14.354 ( $SD = 3.724$ ).

### Measurement model assessment

We utilized SmartPLS 3.0, a partial least square approach to structural equation modeling (PLS-SEM), to assess the study's hypotheses. Various statistical methods were used to determine the validity and reliability of the study's outer model, following the recommendations of Hair et al. (2013). The constructs' reliability, internal consistency, convergent validity, and discriminant validity were assessed. Outer loadings, composite reliability, average variance extracted (AVE), square roots of the AVE values, Fornell Laker Criterion, and heterotrait-monotrait (HTMT) ratios are all part of the measurement model evaluation results reported in Tables 2, 3, and 4. According to statistical results, all of the latent constructs in our model had CR values of more than .70 (Hair et al., 2013).

Similarly, tests were conducted using Cronbach's alpha coefficients for each study variable to evaluate the construct reliability. Every construct had a value larger than .70, which is the recommended acceptance level according to Nunnally and Bernstein (1994). As these findings show, we can see that our ~~instrument-measurement model~~ is internally consistent. Based on these findings, it can be concluded that the measurement model is compatible with structural analysis.

~~We analyzed convergent validity using the Average Variance Extracted (AVE), which measures the amount of variance captured by a construct relative to the variance due to measurement error. The results indicate that the AVE values for all constructs exceeded the recommended cutoff point of 0.50, suggesting that the items within each construct explained more than half of the variance. We also analyzed convergent and discriminant validity to prove the reliability of our findings (Fornell and Larcker, 1981). Convergent and discriminant validity were used to evaluate the construct validity in more detail. Convergent validity was established using AVE, and the results indicate that the value of AVE is greater than the cutoff point of .50 (Fornell and Larcker, 1981; Hair et al., 2013). The guidelines of Hair et al. (2019) were followed to establish the discriminant validity of the scale using two key criteria. The assessment utilized the 'Fornell-Larcker criterion method' and the 'HTMT' ratio. Table 3 shows that the constructs' average shared variance is smaller than the square root of the average variance extracted.~~

**Table 1. Bivariate correlations among study variables**

Variable	Gender	Age	Education	TWO	TWS	LP	OC	MD	EE
Gender	1								
Sig-2 (tailed) N	282								
Age	.062	1							
Sig-2 (tailed)	.299	282							
Education	-.090	.130*	1						
Sig-2 (tailed)	.000	.000	282						
Tenure with Organization	.010	-.008	.078	1					
Sig-2 (tailed)	.000	.000	.000	282					
Tenure with supervision	-.029	-.012	-.025	-.123	1				
Sig-2 (tailed)	.000	.000	.000	.000	282				

Leader Psychopathy	-.019	.069	-.030	.031	.073	1			
Sig-2 (tailed)	.746	.247	.618	.601	.219	282			
Organizational Cynicism	-.001	-.006	-.023	-.03	.073	.630**	1		
Sig-2 (tailed)	.991	.922	.704	.958	.783	.000	282		
Moral Disengagement	.004	.055	.047	-.017	.015	.534**	.589**	1	
Sig-2 (tailed)	.952	.356	.430	.770	.808	.000	0.00	282	
Employee Expedient	-.055	-.001	.003	.060	.024	.713**	.638**	.639**	1
Sig-2 (tailed)	.357	.982	.954	.317	.685	.000	.000	.000	282

Notes:  $n = 282$ ; \* $p < 0.05$ ; \*\* $p < 0.01$ ; LP = leader psychopathy; OC = Organizational Cynicism; MD = Moral Disengagement; EE = Employee Expediency; TWO = Tenure with Organization; -TWS = Tenure with Supervisor.

Table 4 illustrates that HTMT levels must remain below .85 (Hanseler et al. 2015). The analysis confirmed the scale's predicted reliability by finding noticeably lower HTMT values when compared to the defined benchmark. This result proves its ability to distinguish between constructs and correlate with the external assessment. Hence, the convergent and discriminant validity of the scale was confirmed (Fornell and Larcker, 1981).

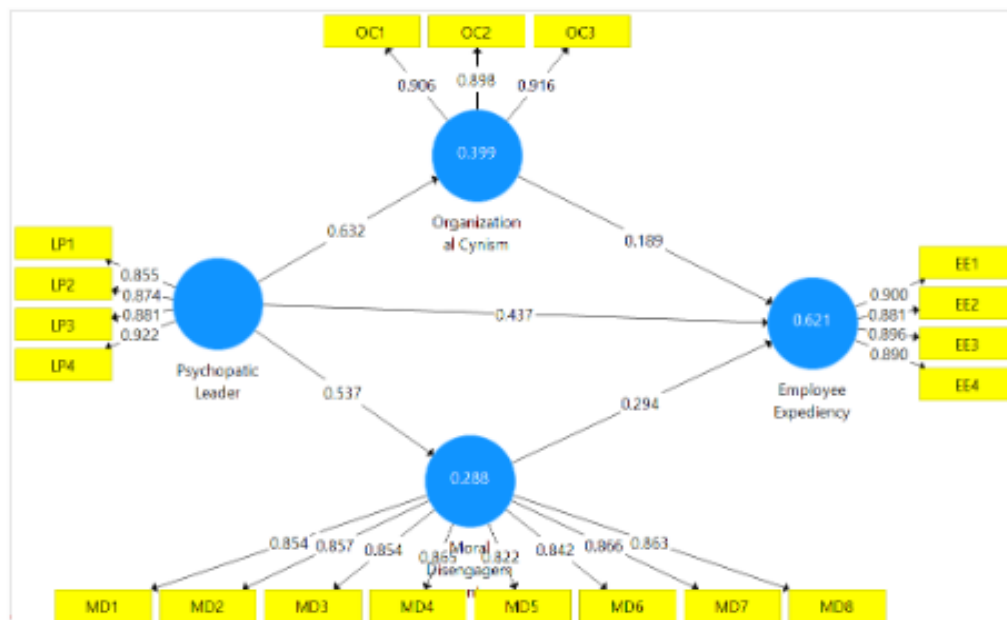
**Table 2. Results of measurement model assessment**

Items	Outer Loading	VIF	Composite Reliability	Average Variance Extract	
<b>Leader Psychopathy</b>			<b>.934</b>	<b>.780</b>	<b>.906</b>
LP 1	.855	2.272			
LP 2	.874	2.497			
LP 3	.881	3.219			
LP4	.922	4.092			
<b>Organizational Cynicism</b>			<b>.933</b>	<b>.822</b>	<b>.892</b>
OC 1	.906	2.602			
OC 2	.898	2.544			
OC 3	.916	2.768			
<b>Moral Disengagement</b>			<b>.955</b>	<b>.728</b>	<b>.947</b>
MD 1	.854	3.001			
MD 2	.857	3.026			
MD 3	.854	3.060			
MD 4	.865	3.306			
MD 5	.822	2.439			
MD 6	.842	2.792			
MD 7	.866	3.082			
MD 8	.863	3.100			
<b>Employee Expediency</b>			<b>.940</b>	<b>.796</b>	<b>.914</b>
DL 1	.900	3.012			

DL 2	.881	2.639
DL 3	.896	2.949
DL 4	.890	2.787

### Structural model assessment

After completing the psychometric requirements for our measurement model, we evaluated our structural model. The path coefficients' significance and magnitude were used to evaluate the structural model. A 5,000-resample bootstrapping method was used. Figure 1 presents the results of the structural model assessment. The findings of the tests conducted on the hypotheses are shown in Table 4. Our statistical result discovered that leader psychopathy directly and significantly impacted employee expediency ( $\beta = .437$ ,  $t = 7.585$ ) at a significance level of  $p < .001$ , supporting Hypothesis 1.



Notes: LP = leader psychopathy; OC = Organizational Cynicism; MD = Moral Disengagement; EE = Employee Expediency

**Figure 1.** The mediating effect of organizational cynicism and moral disengagement on the relationship between leader psychopathy and employee expediency.

Further, the primary objective of this research was to investigate the effects of organizational cynicism and moral disengagement as mediators in the connection between leader psychopathy and employee expediency.

**Table 3. Results of Fornell Laker Criterion**

Variable	<u>1</u> EE	<u>2</u> LP	<u>3</u> MD	<u>4</u> OC
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Employee Expediency	<b>.892</b>			
Leader Psychopathy	.714	<b>.883</b>		
Moral Disengagement	.640	.537	<b>.853</b>	
Organizational Cynicism	.639	.632	.591	<b>.906</b>

Note: Values in the bold are the square root of AVE

Table 4. HTMT Criterion

Variable	<del>1EE</del>	<del>2LP</del>	<del>3MD</del>	<del>4OC</del>
Employee Expediency				
Leader Psychopathy	.783			
Moral Disengagement	.687	.576		
Organizational Cynicism	.707	.700	.640	

We followed Hayes (2013) and MacKinnon et al. (2004) criteria to test for mediation effects using SmartPLS 3.0. Results of the direct impacts of leader psychopathy on the two mediating variables (organizational cynicism;  $\gamma = 0.632$ ,  $p \leq .0010$  and moral disengagement;  $\gamma = .537$ ,  $p \leq .0010$ ) were all significant. Further, the path between organizational cynicism and employee expediency ( $\beta = 0.189$ ,  $p = .002$ ) and moral disengagement and employee expediency ( $\beta = .294$ ,  $p \leq .0010$ ) were also significant. Therefore, the second requirement for testing mediation was confirmed. Additionally, as mentioned earlier, we used a bias-corrected bootstrapping technique with a 95% confidence interval to evaluate the indirect effect of leader psychopathy on employee expediency through the two mediating variables. Table 5.V shows that the bootstrap results suggest that organization cynicism ( $\beta = 0.119$ ,  $t = 3.083$ ,  $p = .002$ ) and Moral Disengagement ( $\beta = .158$ ;  $t = 4.760$ ,  $p \leq .0010$ ) have positive and substantial mediation effects. Therefore, both Hypotheses 2 and H3 were confirmed.

Table 5. Results of structural model evaluation

Hypotheses	Relationship		Path Coefficient	t-Statistic	p-Value	Decision
H1	LP	→ EE	.437	7.585	.000	Supported
H2	LP	→ OC → EE	.119	3.083	.002	Supported
H3	PEOU	→ MD → EE	.158	4,760	.000	Supported
<b>Stoner Geisser Q<sup>2</sup></b>						
Employee Expediency			.489			
Organizational Cynicism			.324			
Moral Disengagement			.206			
SRMR			.082			

Note: SRMR = Standardized Root Mean Square

Prediction-oriented PLS-SEM evaluates fit factors such as R<sup>2</sup> and Q<sup>2</sup> before assessing hypotheses. Falk and Miller (1992) advised R<sup>2</sup> values above .10. Organizational Cynicism and Moral Disengagement explained 61.7 % of employee expediency (R<sup>2</sup> = .617). Chin et al. (2008) classified endogenous latent variables as substantial, moderate, or weak based on R<sup>2</sup> values of .67, .33, or .19 to

assess model validity. Employee expediency ( $R^2 = .617$ ) can be characterized as moderate. The blindfolding process in smart PLS 3.0 was used to obtain the value of  $Q^2$ . A  $Q^2$  value greater than zero demonstrates the prediction accuracy of the structural model, according to Hair et al. (2013). Our study's results provide good evidence of predictive relevance as the  $Q^2$  values for employee expediency, organizational cynicism, and moral disengagement were .489, .324, and .206, respectively. According to Lachowicz et al. (2018), one way to evaluate the relative size of the indirect impact and the overall effect is by using effect size (f Square), mediation upilon ( $v$ ), or upilon statistics ( $v$ ). Ogbeibu et al. (2020) suggest a statistical interpretation that classifies upilon ( $v$ ) mediating effects as low at .02, moderate at 0.075, and high at .175. According to the calculations in Table 5, the involvement of organizational Cynicism (M) and moral disengagement (M) in facilitating the indirect impact of LP (X1) on EE (Y) at the structural level is categorized as low (.014) and moderate influence (.024).

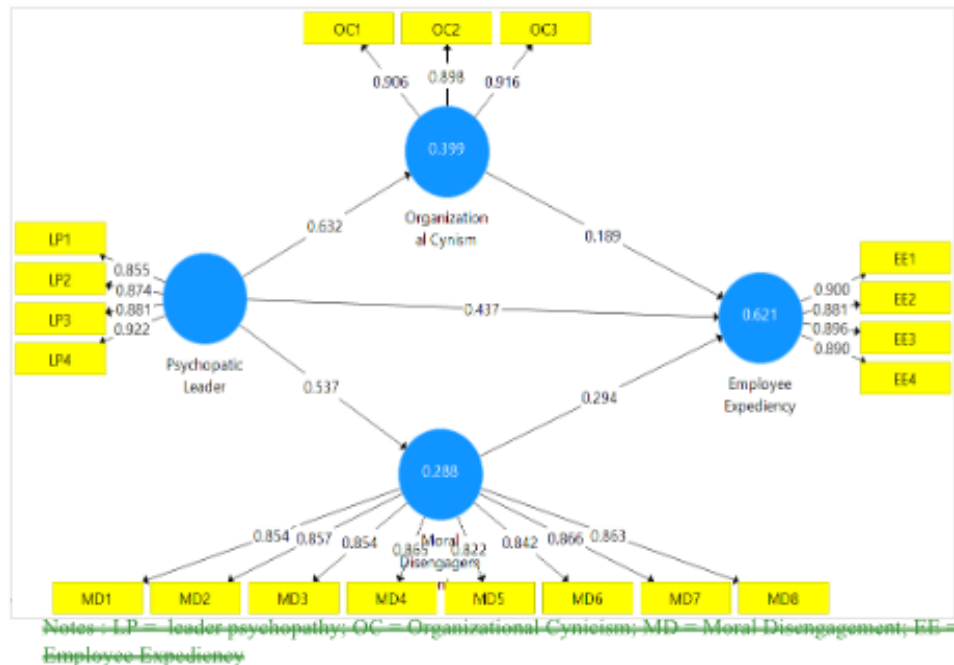
**Table 6. Upsilon Mediation Effect Size ( $v$ ) or Upsilon Statistics ( $v$ )**

Statistical Path	Upsilon Statistics ( $v$ )	Information
LP (X1) $\rightarrow$ OC (M) $\rightarrow$ EE (Y)	$[\.632]^2 \times [\.189]^2 = .014$	Low Influence
LP (X1) $\rightarrow$ MD (M) $\rightarrow$ EE (Y)	$[\.537]^2 \times [\.294]^2 = .024$	Moderate Influence

#### Discussion

The present study investigated and evaluated the ~~correlation-relationship~~ between the leader's psychopathy and hotel employee expediency. ~~By integrating leader psychopathy, employee expediency, organizational cynicism, and moral disengagement with the social exchange (SET), social cognitive theory (SCT), and conservation of resources theories (COR), we find evidence of a direct and indirect effect of variable proposed in empirical model. A thorough comprehension of the model's linkages is achieved through integrating theories. According to Social Exchange Theory (SET), leader psychopathy is a reciprocal dynamic, when implemented by employees, can result in expediency and cynicism. Further, Social Cognitive Theory, which posits that witnessing unethical leader behavior can lead employees to become morally disengaged. Lastly, COR posits that when faced with the stress that leader psychopathy causes, employees may resort to cynicism and expediency as coping methods to save their psychological resources.~~

Considering the results, we discover that leader psychopathy ~~was positively related to significantly increased the prevalence of~~ employee expediency (Hypotheses 1), consistent with previous studies (e.g., Erkutlu and Chafra, 2019). Studies conducted in the past have validated the notion that the negative component of supervisory roles affects individual performance. This sustained exposure to leader psychopathy can cultivate a detrimental environment where negative roles are reinforced, fostering an atmosphere of perceived threat among individuals. The cumulative impact of this ongoing influence may contribute to the manifestation of unwanted behaviors within the organizational context. The threatening nature associated with leader psychopathy can create a sense of instability, eroding trust and undermining the positive dynamics essential for a healthy work environment. As such, the long-term consequences of leader psychopathy may extend beyond mere observation, potentially influencing the organizational culture and shaping behaviors that deviate from desired norms. It was argued by Haider and Yean (2023) that employees who are subjected to destructive treatment are more likely to engage in deviant behavior. ~~As a result, o~~Our findings are consistent with their arguments.



**Figure 1.** The mediating effect of organizational cynicism and moral disengagement on the relationship between leader psychopathy and employee expediency

Regarding Hypothesis 2, we discovered that the association between leader psychopathy and employee expediency is mediated by organizational cynicism. To our knowledge, no previous study has tested the mediating role of organizational cynicism in the relationship between leader psychopathy and employee expediency. Our study is the first to explore this important connection, contributing novel insights to the literature. ~~Given that no previous study has tested the mediating role of organizational cynicism in the relationship between leader psychopathy and employee expediency, our study is the first to explore this important connection.~~ Therefore, our study makes a noteworthy contribution by investigating how organizational cynicism influences the connection between leader psychopathy and employee expediency. In environments led by ~~psychopathic leader/leader psychopathy~~, the absence of clear performance standards creates a breeding ground for high subjective performance levels (Landay et al., 2019) and potentially detrimental decision-making (Blickle et al., 2018). Sensing the precarious nature of their resources, employees may experience a dual challenge – not only contending with potential negative impacts on their performance but also grappling with cynicism arising from the perceived risk to their resources.

The third hypothesis asserted that moral disengagement mediates the relationship between leader psychopathy and employee expediency. The identification of moral disengagement as a mediator in the relationship between leader psychopathy and employee expediency stems from several compelling reasons. Leader psychopathy is characterized by a lack of moral and ethical considerations, creating an environment where individuals may detach themselves from typical moral constraints. This detachment, known as moral disengagement, is a psychological mechanism that allows individuals to rationalize and justify unethical behavior. In the context of this study, leader psychopathy influences employees to disengage, facilitating the acceptance of expedient actions morally. Employees perceiving a leader's disregard for ethical standards are likelier to adopt similar attitudes. The mediation effect of moral disengagement underscores how ~~psychopathic leader/leader psychopathy~~ contributes to an erosion of moral frameworks, directly influencing employees to

engage in expedient behaviors. This finding deepens our understanding of the intricate pathways through which leader psychopathy shapes employee conduct, emphasizing the significance of moral disengagement as a critical link in this relationship.

### **Theoretical Implication**

This study has enhanced threefold contribution related to leadership and employee expediency literature. First, the finding that leader psychopathy is related to general deviant behavior in the workplace supports the findings of many other studies ([Mathieu et al., 2014](#); [Bulkan, 2017](#); [Erkutlu and Chafra, 2019](#)), ~~providing providing~~ more evidence for the connection between leader psychopathy and deviant behavior in professional settings. Second, ~~by verifying the positive impact of leader psychopathy on employee expediency, our study adds to the growing body of research on the elements that lead to expediency. our study contributes to expanding research on the factors that lead to expediency by confirming the beneficial influence of leader psychopathy on employee expediency.~~ Third, leveraging the social conservation of resources theory, our research has crafted and scrutinized a mediation model to elucidate the intricate dynamics surrounding the influence of leader psychopathy on employee expediency. This theoretical framework posits that individuals are driven to conserve and protect their resources, encompassing time, energy, and cognitive capacities. Leader psychopathy, characterized by manipulative tendencies and a lack of empathy, is theorized to deplete these crucial resources within the organizational context. Consequently, employees may resort to expedient behaviors as adaptive responses to cope with the challenging work environment created by ~~psychopathic leader~~ [leader psychopathys](#). Our study investigates the nuanced aspects of this relationship, exploring the underlying mechanisms and identifying the specific conditions under which leader psychopathy exerts its strongest impact on employee expediency.

According to the hypotheses that we have developed, there was a positive correlation between leader psychopathy and employee expediency. Besides, our findings show that moral disengagement mediates the effect of leader psychopathy on employee expediency. This finding aligns with predictions when taken in context with the abundant research showing that moral disengagement is a key component in the chain reaction linking bad leadership to unethical actions. Leader psychopathy can influence employees' moral reasoning and ethical decision-making processes within the organizational context, leading them toward expedient actions. Identifying moral disengagement as a mediating factor offers valuable insights into the psychological mechanisms involved. According to the Conservation of Resources (COR) theory, individuals are inherently driven to acquire, preserve, and protect valuable resources. When examining the impact of leader psychopathy within this framework, a cascade of cognitive justification mechanisms, such as the displacement of responsibility, emerges. These cognitive processes contribute to organizational cynicism, where individuals develop a skeptical outlook toward the organization and its intentions. The association between leader psychopathy and organizational cynicism sets the stage for an increased likelihood of employee expediency. As organizational cynicism intensifies, employees may resort to expedient behaviors as a coping mechanism, responding to a perceived lack of support and fairness. This intricate chain of events underscores the nuanced interplay between leadership behavior, cognitive processes, and the broader organizational climate in shaping employee responses and ethical choices.

### **Managerial implications**

These findings hold significant implications for management. To mitigate deviant behaviors within organizations, firms must invest additional effort and time into minimizing the prevalence of ~~psychopathic leader~~ [leader psychopathys](#). Because leader psychopathy is identified as a personality disorder capable of instigating employees' Organizational Cynicism (OC), moral disengagement (MD), and ultimately enforcing employee expediency, addressing and curbing this leadership



approach becomes crucial for fostering a healthier workplace environment. Management strategies should cultivate leadership ~~behavior~~ that prioritizes transparency, ethical considerations, and a supportive organizational culture. By actively discouraging the possibility of psychopathy behavior among management, organizations can foster a positive work atmosphere, reducing the likelihood of an organizational uncondusive environment among employees. This condition, in turn, promotes a more constructive and engaged workforce, ultimately contributing to enhanced organizational performance and employee satisfaction. Employers should prefer candidates for managerial positions who demonstrate a lack of negative character traits and low selfishness. If the organization wants to foster effective and ethical leadership, it must favor applicants with these traits. Organizations can cultivate a more favorable work environment by intentionally choosing leaders who prioritize teamwork over individual gain and display admirable character attributes. Those in leadership positions with less egotism are more inclined to put the group's and company's success first. A more engaged workforce, productivity, and solid groundwork for future success are all possible outcomes. Incorporating these factors into the promotion and selection process can improve the caliber of leadership and the general dynamics of the organization. As the data reveals that organizational cynicism and moral disengagement mediate the relationship between leader psychopathy and employee expediency, organizations should consider implementing behavior-reduction training programs for employees exhibiting negative behaviors. These programs could encompass interventions to address organizational cynicism and promote moral engagement. Organizations can design training initiatives that target the reduction of cynicism and the enhancement of ethical decision-making skills among employees. These programs may include workshops, awareness campaigns, and leadership development initiatives that foster a positive organizational culture and ethical conduct. By investing in such training programs, companies can proactively address the underlying factors contributing to employee expediency associated with leader psychopathy. These initiatives contribute to a more ethical and positive work environment and empower employees to resist negative influences and make ethically sound decisions in challenging situations.

#### **Limitations and Future Directions**

This study possesses certain limitations that provide avenues for future research. Primarily, due to time constraints and limited resources, our study adopted a cross-sectional rather than a longitudinal design. A cross-sectional approach captures a snapshot of data at a specific time, which may restrict our ability to establish causation or track changes over an extended period. Future researchers may benefit from employing longitudinal methodologies, allowing for the exploration of how variables evolve and interact over an extended timeframe. This approach could enhance the robustness of findings and provide a more nuanced perspective on the causal relationships suggested in our cross-sectional study. However, employing time-lagged designs would reduce the potential for selection bias. Another significant limitation of this study is the high dropout rate, which reduced the sample size from 450 to 356 participants. While this attrition may have introduced bias, our analysis of group differences did not reveal significant discrepancies, suggesting that the dropout group was not systematically different from the remaining participants. Despite these constraints, our study lays a foundation for subsequent research endeavors to delve deeper into the complexities of the examined phenomena. Future studies could be enhanced by including a moderator variable. Several potential variables that could reduce the negative impact of leader psychopathy on employee expediency are hardiness and resilience.

#### **Conclusion**

The results of this investigation demonstrate that leader psychopathy possesses the potential to stimulate employee expediency. This is facilitated by the emergence of moral

disengagement and organizational cynicism, which subsequently incentivize expedient behaviors among employees. By implementing the social cognitive viewpoint, conservation of resources, and social exchange theory, our research findings contribute to expanding knowledge about employee expediency and leader psychopathy. Consequently, the findings of this research offer several significant recommendations that businesses may use to lessen the presence of leader psychopathy and employee expediency.

This study investigates the impact of psychopathic leadership on employee expediency within the hospitality industry. Our findings reveal a significant positive correlation between psychopathic traits in leaders and the expedient behavior of their employees. These results are consistent with prior research from various countries, which also highlight the detrimental effects of psychopathic leadership on workplace environments. By comparing our findings with similar studies, we affirm the global relevance of the issue and the necessity for organizations to recognize and mitigate the presence of psychopathic tendencies in leadership roles. The implications for the hospitality industry are particularly critical, given the sector's reliance on positive employee interactions and customer satisfaction. This research underscores the importance of promoting ethical and empathetic leadership to enhance job satisfaction and organizational well-being. Future studies should explore intervention strategies and further cross-cultural comparisons to build on these findings.

#### **Limitations and Future Directions**

This study possesses certain limitations that provide avenues for future research. Primarily, due to time constraints and limited resources, our study adopted a cross-sectional rather than a longitudinal design. A cross-sectional approach captures a snapshot of data at a specific time, which may restrict our ability to establish causation or track changes over an extended period. Future researchers may benefit from employing longitudinal methodologies, allowing for the exploration of how variables evolve and interact over an extended timeframe. This approach could enhance the robustness of findings and provide a more nuanced perspective on the causal relationships suggested in our cross-sectional study. The data collection seems to offer empirical evidence for the causal links. However, employing time-lagged designs would reduce the potential for selection bias. Despite these constraints, our study lays a foundation for subsequent research endeavors to delve deeper into the complexities of the examined phenomena. Future studies could be enhanced by including a moderator variable. Several potential variables that could reduce the negative impact of leader psychopathy on employee expediency are hardiness and resilience.

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# BUKTI 6 Editor Decision

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Aneu Yulianeu <anjusu09@gmail.com>

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## [DI] Editor Decision

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11 Desember 2024 pukul 20.51

Kepada: Dr Aneu Yulianeu <anjusu09@gmail.com>

Cc: Faizal Wihuda <fwihuda@gmail.com>, Arief Adhy Kurniawan <arieadhykurniawan@gmail.com>

Dear Dr. Yulianeu,

I am pleased to inform you that the review process for your manuscript is finished.

We confirm that your article "From Psychopathy to Expediency: Unraveling the Mediating Roles of Organizational Cynicism and Moral Disengagement in Leadership Dynamics" (authors: Aneu Yulianeu, Faizal Wihuda, Arief Adhy Kurniawan), has been accepted for publication in the journal „Društvena istraživanja“ as an original scientific paper.

The article will be published in the issue 4/2024, which is expected to be published in January 2025.

Best regards,

Dr. sc. Iva Šverko, Editor in Chief

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Društvena istraživanja: Journal for General Social Issues

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13 Desember 2024 pukul 07.55

Kepada: Vlatka Venos <vlatka.venos@pilar.hr>

Dear Dr. sc. Iva Šverko

I hope this message finds you well.

I am writing to express my deepest gratitude to you as the Editor in Chief of Društvena istraživanja for accepting our article.

We sincerely appreciate the time, dedication, and effort that you and the editorial team have invested throughout the review and editing process. The feedback we received has been invaluable in enhancing the quality of our work.

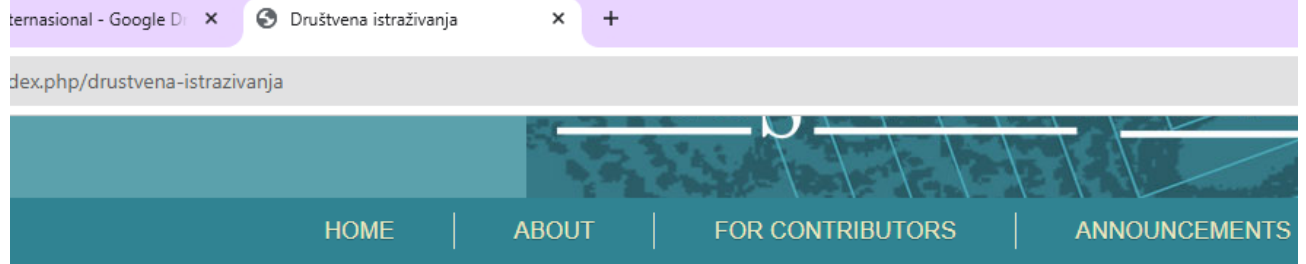
It is an honour for us to contribute to Društvena istraživanja, and we hope that our article will provide meaningful insights to readers and the broader academic community.

Once again, thank you very much for your support and cooperation. We look forward to future opportunities for collaboration.

Sincerely,

Aneu Yulianeu on Behalf of all authors

[Kutipan teks disembunyikan]



## Keywords

Croatia Slovenia academic achievement adolescents anxiety content analysis depopulation depression gender gender differences job satisfaction life satisfaction motivation personality personality traits social support stress students subjective well-being university students well-being

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