



UDC 331; DOI 10.18551/rjoas.2023-09.14

## DOES INTENTION TO LEAVE MODERATE THE DARK TRIAD PERSONALITY AND EMPLOYEE'S VOICE BEHAVIOR?

Permadi Ardi\*, Wibawa I Made Artha

Faculty of Economics and Business, University of Udayana, Bali, Indonesia

\*E-mail: [ardipermadi1996@gmail.com](mailto:ardipermadi1996@gmail.com)

### ABSTRACT

Employee's voice behavior is influenced by individual personality and situational factors. Individual personality in this study involves the dark triad personality consisting of Machiavellianism, psychopathy, and narcissism, while situational factor in this study is the intention to leave. The research was conducted at PT Pegadaian Area Denpasar 1 involving 166 populations' frontline employees. The research sample is 115 people. Data collection was carried out through observation, interviews, and questionnaires. This study was designed using a quantitative approach in which research data is expressed in the form of numbers. This research is an associative causality study to determine the relationship and cause and effect of dark triad personality with voice behavior moderated by intention to leave. Data analyzed by SEM (Structural Equation Modeling) with Partial Least Square (PLS). The results of the study show that machiavellianism and narcissism are positively related and significant to employee's voice behavior, but psychopathy is negatively related and significant to employee's voice behavior. Intention to leave as moderation has a significant influence on the relationship between psychopathy and voice behavior, while when interacting with machiavellianism and narcissism the intention to leave is not significantly affect the two relationships.

### KEY WORDS

Voice behavior, dark triad personality, machiavellianism, psychopathy, narcissism, intention to leave.

One form of involvement of an employee for the progress of the organization is through voice behavior. Voice behavior is an attitude of an employee who conveys opinions and ideas to leaders or co-workers to improve individual and organizational performance (Van Dyne et al., 2003). Voice behavior will increase proactiveness towards challenges that occur in business and contribute to organizational development (Lu and Lu, 2020). The proactive attitude of an employee is highly demanded in an industry because of their daily interactions with customers. Employee voices have been widely recognized for producing positive individual and organizational outcomes, including better processes (Li et al., 2019), greater adaptation and innovation (Chen and Hou, 2016) and better teamwork (Raub and Robert, 2013). Other benefits cited from employee voices are increased prosocial behavior (Whiting et al., 2012), loyalty (Burriss, 2012), psychological security (Nembhard and Edmondson, 2006) and tolerance of a good work environment (Bakker et al., 2014). The value of employee voice or voice has a function to resolve work disputes effectively (van Gramberg et al., 2020) and minimize turnover (Eigen and Litwin, 2014). It is from the voices of employees that organizations get the latest and most useful information to understand changes in customer wants and needs so that they can provide better quality customer service, promote solutions for organizational development, and prevent potential losses for the organization (Ng and Fieldman, 2012).

The dark triad personality was first introduced as a description of a person's personality which consists of Machiavellianism, psychopathy, and narcissism which lead to a negative personality (Paulhus and Williams, 2002). Dark triad personality refers to personality that produces work and results that are not desired by the organization or counterproductive behavior (Jonason et al., 2015). Studies explain that personality independently and interactively influences employee voice behavior (Lee et al., 2014). Further research needs



to be conducted to investigate the role of the dark triad personality which is a form of human personality on the voice behavior of employees.

In addition to the relationship between dark triad personality and employee voice behavior, the influence of situational factors on this relationship needs further investigation. Behavior is the result of the interaction between personality and situational factors and has been studied extensively (Diener et al., 1984; Endler and Edwards, 1986). Griffeth et al., (2000) stated that the intention to leave is the main cause of employee turnover. Intention to leave is a situational factor for employees in withdrawing from the world of work which is the right of every individual to work according to his wishes (Setiyanto et al., 2021). This makes it important to identify the intention to leave as a situational factor that can influence the relationship between dark triad personality and employee voice behavior.

Pre-research was conducted through interviews with frontliner employees in work units that are members of PT Pegadaian Area Denpasar 1. Pre-research was conducted to identify frontliner perceptions of voice behavior, dark triad personality, and intention to leave. As many as 6 out of 8 frontliner employees actively provide opinions on problems encountered in the field. Employees who actively give opinions feel that they do have the capability to convey this because problems encountered in the field must be resolved immediately so that customers always feel service satisfaction, while the other 2 try to follow and carry out the opinions of other group members because according to them they do not have authority and try to withdraw when asked to give an opinion.

The efforts made by the frontliner employees of PT Pegadaian Area Denpasar 1 to achieve their goals are to routinely approach other individuals in the group. The existence of an emotional bond that indirectly grows makes other individuals feel they have an interest in the goals of other individuals so that they will work together in achieving the targets of the company. Another tendency of the frontliner employees of PT Pegadaian Area Denpasar 1 is their desire to leave their current job and choose to move to another organization that can provide career certainty. This is because most of the frontliner employees are outsourced employees who have a term in their work contracts.

Previous research was conducted by Zhuang in 2022 to identify the role of intention to leave in moderating the relationship between dark triad personality and the voice behavior of hotel employees. Based on the data above, further research is needed to identify the same problem, but the researcher chose the research object, namely the frontliner employees of the non-bank financial company PT Pegadaian Area Denpasar 1. There are differences in geographical areas that can reflect the personality of people in a place, object, time and research location can be in this research.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Based on Self-Determination Theory (Deci and Ryan, 2000) employee voice behavior can be influenced by competency, autonomy and inter-individual relatedness. Autonomy is the individual's ability to exercise control over his own behavior and the individual feels that his behavior is not influenced by other people (Ryan and Deci, 2000). When individuals recognize the consequences of a behavior, that behavior becomes meaningful, sustainable, and valuable (Ryan et al., 2008). Research has been conducted to determine the positive influence between Machiavellianism and job autonomy (job's autonomy). Employees with high Machiavellianism can use any means to achieve their goals because Machiavellianism involves self-determination reinforced by high autonomy (Rehman and Shahnawaz, 2021). Responding to changes in the workplace, individuals tend to manipulate others to complete company tasks, so that employees tend to make suggestions or voice opinions that are beneficial to them personally as a means of achieving their goals (Zhuang et al., 2022).

*H1: Machiavellianism has a positive effect on the voice behavior of PT Pegadaian Area Denpasar 1 employees.*

Individual attachment to a job is a relationship between connection and intimacy between these individuals, giving rise to a sense of belonging between colleagues and the company (Ryan and Deci, 2000). Psychopathy is characterized by high impulsiveness, never



feeling guilty and low empathy (Paulhus and Williams, 2002). Employees who have psychopathy do not think that there is a relationship between individuals/colleagues that causes these individuals to have no voice behavior (Zhuang et al., 2022).

*H2: Psychopathy has a negative effect on the voice behavior of PT Pegadaian Area Denpasar 1 employees.*

Ryan and Deci (2000) state that individuals who have high competence will become individuals who are confident, have good work effectiveness and high capability. Based on Self-Determination Theory, individuals have a tendency to increase their competence by participating in activities that are appropriate to their role so that to achieve this, individuals will improve their skills and abilities (Gatling et al., 2016). Employees with high narcissism are typical individuals who are satisfied with the work environment so that these individuals have high competence and self-confidence. This attitude will direct employees to be able to voice their opinions because they think what they convey is the truth (Zhuang et al., 2022).

*H3: Narcissism has a positive effect on the voice behavior of PT Pegadaian Area Denpasar 1 employees.*

According to Griffeth et al., (2000) intention to leave is the main cause of employee turnover. Employees who have a high intention to leave feel dissatisfied with their organization. Research by Zhuang et al., (2022) states that the intention to leave employees positively moderates the relationship between Machiavellianism and voice behavior. Employees who have a low intention to leave tend to voice their opinions, but employees who have a high level of Machiavellianism will honestly voice their opinions after leaving the company (Zhuang et al., 2022).

*H4: Intention to leave moderates the relationship between Machiavellianism and voice behavior of PT Pegadaian Area Denpasar 1 employees.*

Employees with psychopathy are manifested by apathy, lack of concern, low empathy which can refer to unreasonable interpersonal aggression (Jonason et al., 2012). Employees with high psychopathy, this dissatisfaction can encourage them to voice their thoughts and feelings implicitly or explicitly and even have bad opinions about others. When employees have low intention to leave, they feel able to grow in an organization. In such cases, employees with high psychopathy only think of themselves and show indifference to their coworkers instead of offering constructive suggestions to coworkers or the company (Zhuang et al., 2022).

*H5: Intention to leave moderates the relationship between psychopathy and voice behavior of PT Pegadaian Area Denpasar 1 employees.*

Individuals who have a high level of narcissism show greatness, entitlement, dominance, and superiority (Szabo et al., 2018). These individuals view their self-esteem very high and believe that they are superior to others (Paunonen et al., 2006). When employees with high narcissism have an intention to leave, their self-superiority leads them to believe that the company is an unsuitable workplace for them and that the suggestions they propose for improvement are valuable. When employees have low intention to leave, they support the organization's operational strategy. For employees who have narcissistic traits with low intention to leave, even though they believe they are unique, they are less likely to offer suggestions for job improvement (Zhuang et al., 2022).

*H6: Intention to leave moderates the relationship between narcissism and voice behavior of PT Pegadaian Area Denpasar 1 employees.*

## METHODS OF RESEARCH

The population of this study was frontliner outlet employees who are members of the main work unit of PT Pegadaian Area Denpasar 1 with a total of 166 respondents. To determine the size of the research sample from the population, the Slovin formula can be used. Then the research sample used in this study were 115 frontliner employees of PT Pegadaian Area Denpasar 1 using the Simple Random Sampling method. Data collection techniques used questionnaires according to research variables using structural equation modeling (SEM) data analysis techniques using WarpPLS version 7 software to examine the



role of intention to leave in moderating the relationship between dark triad personality and employee voice behavior.

## RESULTS AND DISCUSSION

The measurement model or outer model concerns testing the validity and reliability of research instruments. As for testing the validity of the questionnaire conducted using WarpPLS 7.0 are as follows:

Convergent validity can be seen from the value of the correlation coefficient between the reflective indicator score and the latent variable score. In factor analysis, this can be seen in the value of the load (loading factor).

Table 1 – Validity Test based on Loading Factor

	Machia	Psycho	Narcis	Intent	Voice	Average Variance Extracted (AVE)	Composite Reliability	Alpha Cronbach
X11	0,9	-0,055	0,184	-0,122	0,094	0,808	0,944	0,912
X12	0,939	0,005	-0,043	-0,016	-0,004			
X13	0,868	0,014	0,001	0,09	-0,011			
X14	0,887	0,037	-0,143	0,052	-0,081			
X21	-0,074	0,601	0,263	-0,021	0,136	0,652	0,88	0,815
X22	-0,005	0,865	-0,036	-0,038	-0,045			
X23	0,009	0,868	0,094	-0,066	-0,04			
X24	0,047	0,865	-0,241	0,119	-0,009			
X31	0,14	0,061	0,86	-0,005	-0,05	0,657	0,884	0,823
X32	-0,037	0,198	0,849	0,06	0,086			
X33	-0,056	-0,195	0,674	-0,132	0,073			
X34	-0,061	-0,106	0,846	0,051	-0,093			
M1	-0,052	0,116	-0,088	0,852	0,161	0,779	0,934	0,904
M2	-0,012	-0,129	-0,014	0,931	-0,063			
M3	-0,026	-0,084	-0,029	0,928	-0,056			
M4	0,098	0,122	0,141	0,814	-0,033			
Y1	-0,233	0,066	0,033	-0,023	0,813	0,652	0,917	0,888
Y2	0,092	0,243	-0,013	-0,024	0,549			
Y3	0,057	0,111	-0,089	0,128	0,818			
Y4	0,039	0,006	0,078	-0,093	0,883			
Y5	0,019	-0,269	0,022	-0,027	0,869			
Y6	0,048	-0,057	-0,04	0,037	0,863			

Source: Primary Data, 2023.

Based on testing the validity of the loading factor in the table above, all loading values are > 0.30, which means that they have fulfilled the validity requirements based on the loading value.

Discriminant validity can be seen from the loading and cross loading values. If the loading value of each indicator on the variable concerned is greater than the cross-loading value on other latent variables, it can be said to meet discriminant validity.

Table 2 – Discriminant Validity

	X1	X2	X3	M	Y
X1	(0.899)	-0.027	0.32	0.324	0.392
X2	(0.808)	0.134	0.016	-0.591	-0.027
X3	(0.811)	0.473	0.109	0.32	0.134
M	(0.883)	0.038	0.324	0.016	0.473
Y	(0.807)	0.392	-0.591	0.109	0.038

All loading values are greater than the cross-loading values of other latent variables, so that they meet the requirements of discriminant validity.

Based on table 1 it can be concluded that all indicators have fulfilled the discriminant validity requirements because the AVE value for each variable is > 0.5 (more than 0.5).



One measure of the reliability of the questionnaire is the composite reliability ( $\rho_c$ ). A questionnaire is said to have good composite reliability if the value of composite reliability  $\geq 0.70$ . Based on table 1, it can be concluded that all composite reliability ( $\rho_c$ ) values are above or  $> 0.70$ , which means that they meet the reliability requirements based on composite reliability ( $\rho_c$ ).

The measure that is often used to see the reliability of the questionnaire is the Cronbach Alpha coefficient. Cronbach's Alpha reliability coefficient has a range of values from 0 to 1. Gilem and Gilem (2003) state several limitations on the provisions of the Alpha value:  $r_{11} > 0.9$  ; Very high (very good) reliability;  $r_{11} > 0.8$  ; High (good) reliability;  $r_{11} > 0.7$  ; Reliability is acceptable (good enough);  $r_{11} > 0.6$  ; Moderate (enough) reliability;  $r_{11} > 0.5$  ; Low reliability (less);  $r_{11} > 0.4$  ; Very low reliability (unacceptable).

Reliability of Cronbach's Alpha is above the value of 0.8 so that the questionnaire can be said to be reliable and has a value of  $r_{11} > 0.6$  (Malhotra. 1996).

Prior interpretation of the results of hypothesis testing, the model should have a good Goodness of Fit. The goodness of fit in question is an index and a measure of the goodness of the relationship between latent variables (inner model) also related to the assumptions.

Table 3 – Models of Fit and Quality Indices

No	Model fit and quality indices	Fit Criteria	Result	Information
1	Average path coefficient (APC)	$p < 0.05$	$p < 0.005$	Accepted
2	Average R-squared (ARS)	$p < 0.05$	$p < 0.001$	Accepted
3	Average adjusted R-squared (AARS)	$p < 0.05$	$p < 0.001$	Accepted
4	Average block VIF (AVIF)	Acceptable if $\leq 5$ . ideally $\leq 3.3$	3.397	Accepted
5	Average full collinearity VIF (AFVIF)	Acceptable if $\leq 5$ . ideally $\leq 3.3$	1.617	Accepted
6	Tenenhhaus GoF (GoF)	Small $\geq 0.1$ . Medium $\geq 0.25$ Large $\geq 0.36$	0.673	Accepted
7	Sympson's paradox ratio (SPR)	Acceptable if $\leq 0.7$ . ideally $\leq 1$	0.714	Accepted
8	R-squared contribution ratio	Acceptable if $\leq 0.9$ . ideally $\leq 1$	0.941	Accepted
9	Statistical suppression ratio (SSR)	Acceptable if $\geq 0.7$	1.00	Accepted
10	Nonlinear bivariate causality direction ratio (NLBCDR)	Acceptable if $\geq 0.7$	1.00	Accepted

Source: Primary Data, 2023.

Based on table 3 it can be concluded that the inner model in the WarpPLS test meets the criteria so that the next step can be carried out, namely hypothesis testing.

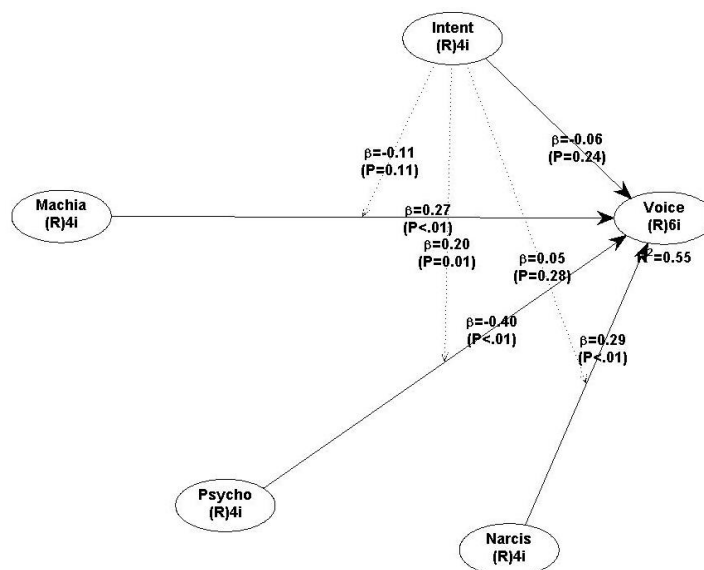


Figure 1 – Path Coefficient and P-Value





Path coefficients								
	Machia	Psycho	Narcis	Intent	Voice	Intent*Machia	Intent*Psycho	Intent*Narcis
Machia								
Psycho								
Narcis								
Intent								
Voice	0.266	-0.402	0.292	-0.064		-0.112	0.200	0.054
Intent*Machia								
Intent*Psycho								
Intent*Narcis								

P values								
	Machia	Psycho	Narcis	Intent	Voice	Intent*Machia	Intent*Psycho	Intent*Narcis
Machia								
Psycho								
Narcis								
Intent								
Voice	0.001	<0.001	<0.001	0.240		0.107	0.012	0.276
Intent*Machia								
Intent*Psycho								
Intent*Narcis								

Figure 2 – Significant Test

Figure 1 and Figure 2 present the results of the significance test on the Warp PLS 7.0 application.

Table 4 – Significant Effect

Effect	Path Coefficient	P-Value	R-Square
Machiavellianism > Voice Behavior	0.266	0.001	
Psychopathy > Voice Behavior	-0.402	<0.001	
Narcissism > Voice Behavior	0.292	<0.001	
Intention to leave > Voice Behavior	-0.064	0.240	0.553
Int*Mach > Voice Behavior	-0.112	0.107	
Int*Psyco > Voice Behavior	0.200	0.012	
Int*Narciss > Voice Behavior	0.054	0.276	

Source: Primary Data, 2023.

Note:

- Machiavellianism (X1) has a positive effect on voice behavior (Y) with a path coefficient value of 0.266 and is significant with a P-Value = 0.001 or <0.05;
- Psychopathy (X2) has a negative effect on voice behavior (Y) with a path coefficient value of -0.402 and is significant with a P-Value <0.001 or <0.05;
- Narcissism (X3) has a positive effect on voice behavior (Y) with a path coefficient value of 0.292 and is significant with a P-Value <0.001 or <0.05;
- Intention to leave (M) did not significantly moderate the effect of Machiavellianism (X1) on voice behavior (Y) with a P-Value = 0.107 or > 0.05;
- Intention to leave (M) significantly moderates the effect of psychopathy (X2) on voice behavior (Y) with a P-Value = 0.012 or <0.05;
- Intention to leave (M) does not significantly moderate the effect of narcissism (X3) on voice behavior (Y) with a P-Value = 0.276 or > 0.05.

## CONCLUSION

Machiavellianism has a positive and significant effect on voice behavior. This proves that the higher the Machiavellianism, the higher the voice behavior of the employees of PT Pegadaian Area Denpasar 1.

Psychopathy has a negative and significant effect on voice behavior. This proves that the higher the psychopathy trait, the lower the voice behavior of PT Pegadaian Area Denpasar 1 employees. If the psychopathy trait is low, the higher the voice behavior of PT Pegadaian Area Denpasar 1 employees.

Narcissism has a positive and significant effect on voice behavior. This proves that the higher the narcissism trait, the higher the voice behavior of PT Pegadaian Area Denpasar 1 employees.

Intention to leave is a pseudo-variable relationship between Machiavellianism and voice behavior. This indicates that the presence of the moderating variable intention to leave



does not function as a moderating variable nor does it act as an explanatory/predictor variable.

Intention to leave significantly and genuinely moderates the relationship between psychopathy and voice behavior. This indicates that the presence of the moderating variable intention to leave serves to strengthen the relationship between psychopathy and voice behavior. If psychopathy is high and the desire to leave the company is also high, then the employee tends to voice his opinion. If psychopathy is high and the desire to leave the company is low, then the employee tends not to care and is reluctant to provide useful input to the company. So the existence of the moderating variable intention to leave is purely just as a moderating variable and does not act as an explanatory/predictor variable (pure moderation).

Intention to leave is a pseudo-variable relationship between narcissism and voice behavior. This indicates that the presence of the moderating variable intention to leave does not function as a moderating variable nor does it act as an explanatory/predictor variable.

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