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How does the Dark Triad affect Team Effectiveness?

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How does the Dark Triad affect Team Effectiveness?

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Abstract

This study aims to investigate the Dark Triad (Narcissism, Psychopathy and Machiavellianism) and its affect on Team Effectiveness and the possible mediation of Intragroup conflict types: Emotional person conflict, Emotional task conflict, Cognitive person conflict and Cognitive task conflict.

A quantitative approach was made with a questionnaire containing 42 questions relating to the Dark Triad, Intragroup conflict types and Team Effectiveness (Job Satisfaction, Learning and Team Performance). The questionnaire was distributed through email to 44 teams in different organizations of varying sizes.

This study contributes to the understanding of the Dark Triads affect on Team Effectiveness, and gives more insight into the Intragroup conflict types. More specifically, we have brought evidence that Machiavellianism is directly and indirectly negatively related to Job Satisfaction through its mitigation of negative Emotional person conflict construct, and that Narcissism is indirectly negatively related to general Team Effectiveness through its mitigation of negative Emotional person conflict and Cognitive person conflict construct.

Introduction

In recent years, there has been an increasing interest in dark personality traits in the workplace, and this interest has especially increased for a new concept called “the Dark Triad”. Paulhus and Williams (2002) named a trio of personality traits the Dark Triad, which consist of Narcissism, Psychopathy and Machiavellianism. The interest for investigating these personalities relating to Team Performance seems to be ever growing.

Additionally, organizations are moving more and more towards a team-based structure. The last decades have shown an enormous boom of a variety of team-working forms. In both the public and the private sectors, team-based work is at the heart of many organizations (Mueller, Procter and Buchanan 2000; Van Hootegem, Bender, Delarue and Procter 2005).

The aim for this study was to find out more about the Dark Triad in relation to teams and Team Effectiveness. The common core of all three Dark Triad traits is social aversion, emotional coldness, aggressiveness and a tendency to manipulate others. Dark traits represent undesirable tendencies and dispositions that result in adverse behavioral tactics and motives (Paulhus & Williams, 2002). However, in teams there are usually mutual dependence and a mutual responsibility (Hjertø, 2013). Team members who show high levels of Dark Triad traits may make this mutual dependence and responsibility more difficult as they show more egocentric behavior, and it is therefore interesting to see how individuals with these Dark traits will affect Team Effectiveness.

Conflict has a long history of being perceived as a hindrance to team effectiveness (e.g., Blake & Mouton, 1984), regardless of what the focus of the perceived incompatibility is. The results from a meta-analysis by De Dreu and Weingart (2003) supported this consistent view of conflict as a negative state for team outcomes. Ten years after this publication, both the theory and the data on team conflict have evolved to describe a more complex scenario. Newer studies have found different influences of task and relationship conflict for different types of team outcomes, as well as possible moderator variables of this relationship. According to DeWit et al (2012), both relationship and task conflict have a negative relationship with team outcomes, functioning as hindrance to job demands concerning these outcomes.

Therefore, team conflict is an important concept when investigating teams and Team Effectiveness. Today most individuals interact and perform in teams (Richter, Dawson & West, 2011). Since teams are the most direct social environment, they have a significant impact on individual perceptions and behaviors. When closely working together in teams, tension may arise between people. When the source of the tension is people, and the outcome is negative or unproductive, the situation is called conflict (Jehn, 1997).

For these reasons, we want to investigate how the Dark Triad traits affect Team Effectiveness and how Intragroup conflict types might influence this relationship.

Theory

The Dark Triad

In recent years, there has been an increasing interest in dark personality traits in the workplace as predictors of organizational outcomes (Spain, Harms, & LeBreton, 2014), and the interest has especially increased for “the Dark Triad”.

15 years ago, Paulhus and Williams (2002) introduced the concept the Dark Triad which is consisting of the three personality traits: Narcissism, Psychopathy and Machiavellianism. They sought to clarify the literature on personalities that are aversive but still within the normal range of functioning.

The common core of all three Dark Triad traits is social aversion, emotional coldness, aggressiveness and a tendency to manipulate others. Dark traits represent undesirable tendencies and dispositions that result in adverse behavioral tactics and motives (Paulhus & Williams, 2002). One of the most consistent findings in Dark Triad research is the higher scores received by males – regardless of the measurement instruments (e.g., Furnham & Trickey, 2011; Jonason, Koenig, et al., 2010; Paulhus & Williams, 2002).

Origin of the Dark Triad personalities

In the personality disorder literature, the terms clinical and subclinical are often contrasted (Lebreton, Binning, & Adorno, 2006). The terminology can be applied in the following way: Clinical samples comprise individuals currently under clinical or forensic supervision; Subclinical samples refer to continuous

distributions in broader community samples. Although the term, subclinical, implies a milder version, subclinical samples will inevitably cover a wider range and naturally include the extreme cases that are currently at large in the community (Ray & Ray, 1982).

The concepts of Narcissism and Psychopathy originated in clinical literature and practice. Both remain as personality disorders in the DSM-IV-TR (Furnham & Crump, 2005). Narcissism migrated into the mainstream literature with the publication of the Narcissistic Personality Inventory (NPI; Raskin & Hall, 1979). Three years later, Ray and Ray (1982) anticipated the migration of Psychopathy into the mainstream personality research. However, the only questionnaire available at the time was the dubious MMPI PD scale. By contrast, the construct of Machiavellianism had an entirely different etiology. Rather than a clinical syndrome (i.e., a personality disorder), the concept was named eponymously for the philosophy of Niccolò Machiavelli, a political advisor to the Medici family in the 1500s. Machiavellianism derives its name from writings of Niccolò Machiavelli who described how to best maintain political power through a variety of tactics (Vize et al., 2016). Later, Christie and Geis (1970) created a questionnaire measure by distilling the philosophy and tactical recommendations from Machiavelli's original text. Consistent with Machiavelli, high scorers on the questionnaire are cynical, unprincipled, believe in interpersonal manipulation as the key for life success, and behave accordingly (Jones & Paulhus, 2009).

It is argued that individuals with Dark Triad traits have a fast life history strategy. Characterized by shortages in self-control, such individuals often exhibit short-term mating, selfishness, and other antisocial manifestations. Even at the subclinical level, Psychopathy is viewed as the most malevolent of the Dark Triad (Rauthmann, 2012). The relatively "lighter" traits, Machiavellianism and Narcissism, include facets that lessen the socially undesirable and costly aspects of having a fast life strategy. Hence the latter two can easily function in society whereas the psychopath has more difficulty (Furnham, Richards & Paulhus 2013).

Even though the Dark Triad has a bad reputation, research has turned to the adaptive side by uncovering contexts where one or more of the Dark Triad has proved to be advantageous (Hogan & Hogan, 2001). Furnham (2010), for example, have detailed cases where high levels of Dark Triad traits, when combined with other factors (intelligence, physical attractiveness), often help an

individual acquire positions of leadership. Some people claim that healthy Narcissism can improve organizational performance. Talented narcissistic people possessing intellectual giftedness combined with grandiose ideas and strong self-investment can experience successful academic, professional, or creative accomplishments (Maccoby, 2003; Ronningstam, 2005).

Some studies show that it may be unhelpful to overly differentiate the elements for the Dark Triad when they so closely overlap with one-another. A study by Jakobwitz and Egan (2006) shows that the Dark Triad reflect an essentially unitary construct, and that the division of Psychopathy into primary and secondary usefully differentiates normal personality traits associated with the more unpleasant features of the self.

Researchers have asked; if the Dark Triad traits are not interchangeable, then why are they always positively correlated – regardless of the instrument used to measure them? One possibility is a common underlying element. Among the strongest candidates are disagreeableness, honesty-humility, lack of empathy (callousness), and interpersonal antagonism (Paulhus & Williams, 2002). Whatever the causal order, it appears that callousness goes hand-in-hand with interpersonal manipulation and exploitation (Jones & Figueredo, 2013; Miller et al., 2011). More research is needed to determine whether this difference in labeling is substantive or merely semantic (Furnham, Richards & Paulhus 2013).

Narcissism

Narcissists are characterized by a sense of grandiosity, a high need for admiration from others and ego-reinforcement (Volmer et al., 2016). Narcissism can be found in both social and clinical research domains, and is represented by narcissistic personality disorder (NPD) within the American Psychiatric Association's (APA) Diagnostic and Statistical Manual for Mental Disorders (2013). Research on Narcissism have identified two variants: grandiose and vulnerable (Miller et al., 2011; Pincus & Lukowitsky, 2010).

Grandiosely narcissistic individuals are characterized by exhibitionism, lack of humility, modesty and interpersonal dominance. Vulnerably narcissistic individuals are characterized by distrust, selfishness, and a need for attention and recognition (Dickinson & Pincus, 2003; Miller, Few, et al., 2012). Narcissism in the Dark Triad literature is more reflective of the grandiose variant, although this

varies depending on which measure of the Dark Triad is used (e.g., Maples, Lamkin, & Miller, 2014).

Pathological levels of Narcissism and arrogance can lead others to interpret tasks and events as opportunities to demonstrate their superiority and overestimate their own contribution, while also make them ignoring or devaluing the contributions of others and attacking those who are critical (Ronningstam, 2005, p. 82).

This study focusses on the personality trait of Narcissism; not the narcissistic personality disorder (NPD). NPD is a rare character disorder that affects less than 1% of the general population (American Psychiatric Association, 1994). Trait Narcissism is based on the clinical criteria for NPD but applies to the continuum of normal functioning. In this study, we will use the term “narcissists” to describe those in the upper end of this continuum.

Psychopathy

Psychopaths are individuals characterized by poor self-control, impaired affect regulation, and high impulsivity (Volmer et al., 2016). Research on Psychopathy has been conducted primarily within forensic and clinical psychology due to its robust links with crime and antisocial behavior (Lynam et al., 2009; Neumann, Hare & Pardini, 2015). Of the Dark Triad constructs, Psychopathy is typically considered to be the most nefarious or shameful (Paulhus & Williams, 2002) because of its relations with more extreme and frequent antisocial behavior. In direct comparisons, it seems clear that psychopaths are more likely than Machiavellians and narcissists to have confronted the justice system (Williams et al., 2001).

Machiavellianism

Machiavellianism refers to interpersonal strategies that advocate self-interest, deception and manipulation. Christie and Geis (1970) examined the extent to which people use qualities such as deceit, flattery and emotional detachment to manipulate social and interpersonal interactions. While those high in Machiavellianism are perceived to be more intelligent and attractive by their peers (Cherulnik, Way, Ames, & Hutto, 1981), it does not correlate with intelligence or measures of success in modern life such as income or status (Ames & Kidd, 1979; Hunt & Chonko, 1984).

People high in Machiavellianism can be described as acting in a highly exploitative and emotionally cold way when interacting with others and has a cynical view of human nature (Volmer et al., 2016). Consistent with Christie and Geis (1970), Machiavellians harbor the most cynicism toward others (Rauthmann, 2012). Along with psychopaths, Machiavellians are also the most morally suspect (Arvan, 2012; Glenn, Iyer, Graham, Koleva, & Haidt, 2009) and, more generally, have the ‘darkest’ personalities (Rauthmann & Kolar, 2012). Although as malevolent as psychopaths, Machiavellians are more cautious and deliberate in their behavior: Hence, they do not act on temptation like psychopaths (Williams et al., 2010).

Dark Traits in teams

O’Neill and Allen (2014) conducted a study on how three “dark” personality traits (Manipulativeness, Narcissism, and Secondary Psychopathy) relate to team conflict resolution, team innovation, and team task performance. Their results indicate that mean team levels of Secondary Psychopathy is the most important predictor, and task conflict resolution is a mediator linking mean Secondary Psychopathy to team task performance. Furthermore, the prediction of team performance by Secondary Psychopathy is as strong as any of the “Big 5” personality variables investigated in meta-analyses.

Further, team members high on Narcissism might have excessively optimistic views about the quality of their work or their own contributions even in light of evidence to the contrary (O’Neill & Allen, 2014). Narcissistic individuals are often seen by their group members as domineering, ingenuous, and lacking in interpersonal intelligence (Rauthmann, 2012), and a team of such individuals would not likely be effective. Finally, teams with members high on Secondary Psychopathy would likely derail the team’s progress because of their members’ impulsivity, aggressiveness, and emotional instability (McHoskey et al., 1998; Paulhus & Williams, 2002).

However, O’Neill and Allen (2014) decided to focus on similar traits to the Dark Triad, but not identical. For example, they chose to focus on Manipulativeness, which is a feature of Machiavellianism but is not identical. Machiavellianism is a broader trait including charm, charismatic tendencies and self-control (Christie & Geis, 1970; Jones & Paulhus, 2011). They also considered

Secondary Psychopathy because they expected that it would have little overlap with Manipulativeness relative to Primary Psychopathy. They note that because these traits are slightly different from those of the Dark Triad, these findings should not be assumed to fully capture the effects of the Dark Triad on team conflict processes or team outcomes. We would therefore like to examine the relationship between the Dark Triad and Team Effectiveness.

Team definition

One of the core concepts in this study is teams. In teams, there are usually mutual dependence and a mutual responsibility (Hjertø, 2013). The concept of team has been around for decades and there is a lot of research on this manner. The terms group and team are used interchangeably, and have similar components in the different definitions that exists. Dyer (1984) note that teams are social entities composed of members with high task interdependency and shared and valued common goals. Almost ten years later, Katzenbach & Smith (1993) define a team as: “A small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable” (p. 8).

Teams are usually organized hierarchically and sometimes dispersed geographically; they must integrate, synthesize, and share information, and they need to coordinate and cooperate as task demands change to accomplish their mission (Salas et al., 2008). A team is a relative autonomy workgroup of at least three people that in high degree work interdependent over time: they are in high degree mutually responsible to fulfill the group's objectives, and team member's relations are the groups' fundamental element (Hjertø, 2013). A team usually consists of 3 to 10 members, where 5 members are considered the optimal size (Hare, 1994). Some people view 7 members as the highest limit of members for the team to function optimally (Hackman, 2002).

Fundamentally, all teams exist of social relations. Teamwork is usually the standard strategy of choice when it comes to working methods in organizations. Teams are used when errors lead to severe consequences; when the task complexity exceeds the capacity of a single individual; when the task environment is nonspecific, ambiguous, and stressful; when multiple and quick decisions are

needed; and when the lives of others depend on the collective insight of individual members (Salas et al., 2008). The challenges related to working effectively in teams are considerable. One challenge is conflict: the process resulting from the tension between team members because of real or perceived differences (De Dreu, Harinck, & Van Vianen, 1999; Thomas, 1992; Wall & Callister, 1995).

Team Effectiveness

More than 50 years ago, McGrath (1964) developed an input-process-outcome (IPO) framework for studying Team Effectiveness. This model has served as a valuable guide for researchers over the years, but it has also been modified and extended in several ways (Cohen & Bailey, 1997; Hackman & Morris, 1975; Ilgen et al., 2005; McGrath et al., 2001; Salas, Dickinson, Converse, & Tannenbaum, 1992). IPO models have been criticized for failing to distinguish multiple types of “processes” and outcomes. Ilgen et al. (2005, p. 520) noted that “many of the mediational factors that intervene and transmit the influence of [team] inputs to outcomes are not processes.” Further, numerous authors have emphasized that time plays a critical role in team functioning that is not adequately showed in typical unidirectional IPO frameworks (Ancona & Chong, 1999; Marks et al., 2001; McGrath, 1991). Finally, it should be noted that Team Effectiveness criteria have evolved over the past 20 years to include many different forms (like creativity or customer service) and combinations. In this sense, what constitutes “effectiveness” has become extremely complex.

In literature, one often comes across both *Team Performance* and *Team Effectiveness*. For some there is a distinction between the two, but for others there is not. Fitts & Posner (1967) offer some insight on this. They note that the definitions of performance and effectiveness on team level closely parallel with the definitions of these terms on the individual level. One can say that performance is the activities engaged in while completing a task and effectiveness involves an appraisal of the outcomes of that activity (Fitts & Posner, 1967).

On the other hand, Hackman (1987) defined Team Effectiveness as an evaluation of the outcomes of team performance processes relative to some set of criteria; Team Effectiveness can be defined in terms of *output*, *social processes* (e.g. satisfaction of the needs of individual group members) and *learning*. Output is the final outputs produced by the team which must at least meet the standards

set by key constituents within the organization. Social processes are the internal social processes operating as the team interacts, should enhance or maintain the team's ability to work together in the future. Learning means that working in the team environment should act to satisfy rather than aggravate the personal needs of team members (Hackman, 2005). In this study, Team Effectiveness is defined as a combination of two psychological outputs (Job Satisfaction and Learning) and Performance Output.

Psychological Output

Job Satisfaction

Job satisfaction refers to an overall affective orientation that individuals have toward their current work roles (Kalleberg, 1977). Morse (1953) and Porter (1963) view satisfaction as the result of the degree to which job needs are perceived as being fulfilled on the job. Kalleberg (1977) state in his study that a worker's level of Job Satisfaction is a function of the range of specific satisfactions and dissatisfactions that he or she experiences with respect to the various dimensions of work. Therefore, Job Satisfaction is "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke, 1969, p. 316). This view of the process underlying the variation in Job Satisfaction implies that two types of factors are operative: perceived job characteristics, which represent the amount of satisfaction available from particular dimensions of work, and work values, which represent the meanings that individuals attach to these perceived job characteristics.

A group consisting of dissatisfied members can destroy itself as a result of unresolved conflicts and divisive interactions (Sundstrom, DeMeuse, & Futrell, 1990). Job satisfaction has been found to have a major influence on job-related behaviors such as intentions to turnover, absenteeism, and self-reported job performance (Nagy, 2002).

Learning

Organizational learning is presented in the literature in two different ways: some discuss learning as an outcome; others focus on a process they define as

learning. For example, Levitt and March (1988) conceptualized organizational learning as the outcome of a process of organizations encoding conclusions from history into routines that guide behavior. In contrast, Argyris and Schön (1978) defined learning as a process of detecting and correcting error.

Further, Edmondson (1999) conceptualize learning at the group level of analysis as an ongoing process of reflection and action, characterized by asking questions, seeking feedback, experimenting, reflecting on results, and discussing errors or unexpected outcomes of actions. For a team to discover gaps in its plans and make changes accordingly, team members must test assumptions and discuss differences of opinion openly rather than privately or outside the group.

The findings of a study by Bunderson and Sutcliffe (2003) show that an appropriate emphasis on Learning can have positive consequences for Team Effectiveness. They first suggest that an emphasis on continuous, proactive learning should be associated with higher team performance because it may help a team to adapt to changing circumstances, continually refine processes and practices, and discover new and better ways of achieving team objectives. Additionally, Edmondson (1999) found some evidence for a positive, linear relationship between a team's learning focus and observer ratings of overall Team Effectiveness in a sample of manufacturing teams. As noted by Edmondson (1999, p. 354), a focus on learning "consumes time without assurance of results" and may therefore "reduce efficiency and detract from performance." Consequently, teams that overemphasize learning may "find that they suffer the costs of experimentation without gaining many of its benefits" (March, 1991, p. 71).

In contrast, teams that underemphasize learning may engage in too little experimentation and they will either follow through with alternatives that only waste time, or they will just stick with bad alternatives that are not suitable for the current situation. Bunderson and Sutcliffe (2003) challenge the more-is-always-better assumption with their study, suggesting instead that too much emphasis on learning can compromise efficiency, and this is especially the case for teams that already are doing well. They note that how much to emphasize learning within a team is therefore an important team management question, one with clear implications for Team Effectiveness.

Team Performance Output

Team Performance is an elusive, dynamic, and complex phenomenon. It is elusive because routine Team Performance is subtle and at a cognitive level, making observation and measurement difficult. The dynamic nature of team performance is a result of the need for teams to respond to shifting environmental contingencies (Salas, Stagl, & Burke, 2004).

The discussion concerning the distinction between processes and results of teamwork is not without controversy. Mathieu et al. (2008), based on the interpretations of Beal, Cohen, Burke & McLendon (2003), argue the difference between performance behaviors and performance results. Performance behaviors are described as actions relevant to reaching the goal, while performance results would be their consequences. The distinction between performance, seen as a process (behaviors) or as a result, also appears in the literature that discusses individual performance. Sonnentag (2003) affirms that in the first case, these are actions taken by the worker that help ensure the task can be performed. On the other side, the results are described as consequences or indicators of the work performed by the individual (Puente-Palacios, Martins, & Palumbo, 2016).

Team performance requires team members to think, do, and feel (Salas & Cannon-Bowers, 2001). When team members think, do, and feel in a coordinated, adaptive manner, individual inputs can synergize and collectively contribute to Team Effectiveness. Team members must dynamically display critical knowledge (cognitions), skills (behaviors), and attitude (feelings) competencies while performing in fluid environments. Collectively, these knowledge, skill, and attitude competencies comprise teamwork (Salas, Stagl, & Burke, 2004). We therefore hypothesize:

Hypothesis 1: The Dark Triad is negatively related to Team Effectiveness.

Intragroup Conflict Types

As mention in the introduction, team conflict is an important concept when investigating teams and Team Effectiveness. Since teams are the most direct social environment, they have a significant impact on individual perceptions and behaviors. When the source of the tension is people, and the outcome is negative or unproductive, the situation can be called conflict (Jehn, 1997). Thus, conflict

can be defined as awareness by the parties involved that there are discrepancies, or incompatible wishes or desires present (Boulding, 1963). Behaviors that occur are the consequences of perceived discrepancies between parties; therefore conflict can be present without any outward display (Pondy, 1967).

These perceived discrepancies are usually divided into two broad types: task and relationship conflict (Jehn, 1992; Priem & Price, 1991). Task conflict encompasses team members' disagreements about the content and the outcomes of the task being performed. Relationship conflict is interpersonally focused and has to do with disagreements about personality differences, different values, or different norms. In recent years these conflict types have been labeled Intragroup conflict, and can be defined as reactions to incompatible wishes or awareness or perceptions of the existence of simultaneous, incompatible, correct/incorrect or approval/avoidance mental processes among group members, and this is in relation to task issues or person issues in the group (Hjertø & Kuvaas, 2009).

Task/cognitive conflicts and relationship/emotional conflicts are the two conflict types that have been studied most extensively in intragroup research, which are used interchangeably and have different names (Brehmer, 1976; Jehn, 1992, 1997; Pinkley, 1990; Rahim, 1983). For example, cognitive/task conflicts have been labeled cognitive conflict (Amason, 1996; Jehn, 1997), but also task conflict (Amason, 1996; De Dreu and Weingart, 2003; Jehn, 1994; Simons and Peterson, 2000). Emotional/relationship conflicts have been labeled emotional conflict (Jehn, 1994; Pelled et al., 1999), relationship conflict (Jehn et al., 1999; Polzer et al., 2002), affective conflict (Amason, 1996; Hambrick and Li, 2003), and person conflict (Janssen et al., 1999).

It is often believed that relationship conflict hurts Team Effectiveness, task conflict can however, under certain circumstances, be beneficial to Team Effectiveness (e.g., Amason, 1996; De Dreu & Van de Vliert, 1997; Jehn, 1995; Simons & Peterson, 2000). Hjertø and Kuvaas (2009) took these two types of conflict and broke them down into four Intragroup conflict types; *Emotional person conflict*, *Emotional task conflict*, *Cognitive person conflict* and *Cognitive task conflict*.

Emotional person conflict

Emotional person conflict exists when personal relationship components within the group are characterized by friction, frustration and personality clashes. The people in the team just do not get along. The group can feel lack of trust toward each other, frustration, and insecurity (Jehn, 1994). “An intra-group emotional person conflict is the awareness or perception of the existence of simultaneous and incompatible approval/avoidance issues among group members, concerning person-related issues” (Hjertø & Kuvaas, 2009, p. 9).

Hjertø & Kuvaas (2017) found that the relationship between Emotional person conflict and performance was marginally negative.

Emotional task conflict

Emotional task conflict is described as emotional, while still task oriented. Emotional task conflicts are never personal in the sense that the target is a person, even if the emotional disputes are centered on two participants in the group. Instead, conflicting emotional task episodes are focused on the task (Hjertø & Kuvaas, 2009). “An intra-group emotional task conflict is the awareness or perception of the existence of simultaneous and incompatible approval/avoidance issues among group members, concerning task-related issues” (Hjertø & Kuvaas, 2009, p. 9). Hjertø & Kuvaas (2017) found that the relationship between Emotional task conflict and performance was positive.

Cognitive person conflict

Cognitive person conflict can be portrayed as conflicts between group members concerning behavior of one or more group. There is a difference between correcting current behavior on one side, which typically will be perceived as a task conflict (“no, you got it wrong!”), and correcting patterns of behavior, which more likely will be perceived as personal (“no, you always get this wrong!”). This distinction can often be easily understood from a theoretical point of view, but it is not always easy to distinguish between “criticizing what you do” (task-oriented criticism) and “criticizing you” (person-oriented criticism) in real life settings. The distinction between Cognitive person and Emotional person conflicts may be challenging to sort out. Correcting or criticizing other person’s behavior patterns and attitudes on a strictly cognitive basis may often be perceived as disliking by the target person members (Hjertø & Kuvaas, 2009).

Cognitive task conflict

Cognitive task conflict relates to conflict of ideas in the group and disagreement about the content of the task, and includes differences in viewpoints, ideas and opinions. The disagreement is about a work-related topic - calculating relative capacity utilization. The situation has also reached a certain intensity - it is not just a 'disagreement' of viewpoints, but is worthy of 'argument' (Jehn, 1997). In other words, "an intra-group cognitive task conflict is awareness or perception of the existence of simultaneous and in compatible correct/incorrect issues among group members, concerning task-related issues" (Hjertø & Kuvaas, 2009, p. 9).

Hjertø & Kuvaas (2017) found that the relationship between cognitive task conflict and performance was negative; however the relationship with Job Satisfaction was positive.

Based on these findings regarding intragroup team conflict and performance, we want to examine if the four Intragroup conflict types would mediate the relationship between the Dark Triad and Team Effectiveness. We therefore propose the following hypotheses:

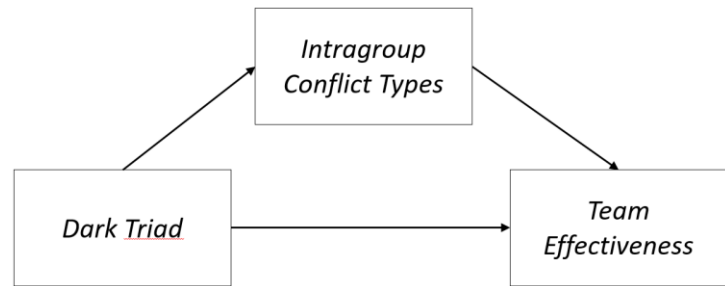
Hypothesis 2a: Cognitive Task Conflict and Emotional Task Conflict are positively related to Team Effectiveness.

Hypothesis 2b: Emotional Person Conflict and Cognitive Person Conflict are negatively related to Team Effectiveness.

Hypothesis 3: Dark Triad is positively related to Intragroup Conflict Types.

Hypothesis 4: Intragroup Conflict Types will mediate the relationship between Dark Triad and Team Effectiveness.

Figure 1
Research model



Method

Research Design

To collect data, a quantitative study using cross-sectional design, also known as social survey design (Bryman & Bell, 2015), was conducted. We used a self-completion survey online, administrated through email. The questionnaire contained 42 questions and was translated, so the respondents could choose to answer in Norwegian or English.

Sample and Procedure

Respondents were approached through criterion sampling (Johannessen, Kristoffersen & Tufte, 2011). Companies, student organizations and bachelor-groups were requested to participate through email. Some of the participants were also contacted directly with a request to participate in the study.

We wanted the team size to consist of 3 to 7 members, as that is the preferred size for a team to function optimally (Hare, 1994; Hackman 2002).

We provided the contact person for the organization and the teams with a unique team code, and then the participants were to insert this team code at the beginning of the questionnaire. This was done to distinguish which respondents belonged to which team.

The participants were informed that the study focuses on teams and experienced Team Performance. 200 people agreed to participate, however, 41 participants did not complete the questionnaires. The final sample consisted of the 159 people, which gives a response rate of 79.5 %. There were 159 team members distributed over 44 teams in total. The respondents were informed about

confidentiality, privacy issues and that the data would be analyzed in a team context.

The sample size consisted of 51 % women and 49 % men, where the majority was in the age groups 18-25 (42 %) and 26-35 (41 %). Further 9 % were in the age group 36-45, 6 % were in the age group 46-55, and only 1 % was 56 or older. In terms of industry and study, 35 % worked within the educational technology sector, 31 % worked in a student organization, 23 % worked within the bank and finance sector, 7 % worked within the automotive business, 2 % worked within logistics and 2 % were part of a bachelor group (Table 1).

Table 1:

Summary of sector data

Sector	N	Women	Men	Age				
				18-25	26-35	36-45	46-55	56 <
Educational Technology	56	16	40	2	43	9	1	1
Student organization	49	35	14	49	0	0	0	0
Bank and finance	37	24	13	12	16	3	6	0
Automotive business	11	2	9	0	5	2	4	0
Logistics	3	1	2	1	2	0	0	0
Bachelor group	3	3	0	3	0	0	0	0
Total	159	81	78	67	66	14	11	1

Measures

To measure the constructs of our research model, ten different scales were used. The Norwegian Social Science Data Services (NSD) evaluated and approved the information about the study's design, sample, procedure and the questionnaire to ensure that ethical standard were met.

Independent Variable: The Dark Triad

The Dark Triad (Narcissism, Psychopathy and Machiavellianism) were measured using the Dirty Dozen scale developed by Jonason and Webster (2010), including 12 items with four items per trait. An example item is "I tend to manipulate others to get my way". The double Translation-Back-Translation technique was used to translate the items from English to Norwegian. The items are measured on a five-point Likert scale (1= strongly disagree to 5 = strongly agree).

Dependent Variable: Team effectiveness

To measure Team Effectiveness three components were selected; Job satisfaction, Learning and Performance Output. To measure Job Satisfaction three items developed by Van Der Vegt, Emans and Van De Vliert (2000) and one item from Tsui, Egan and O'Reilly (1992) were used. An example item is "I am very satisfied with working in this team". To measure Learning four items developed by Bunderson, Sutcliff and Zedeck (2003) were used. An example item is "I like challenging and difficult assignments that teach new things". To measure Performance Output four items developed by Puente-Palacios, Martins and Palumbo (2016) were used. All 12 items are measured on a five-point Likert scale (1= strongly disagree to 5 = strongly agree). The double Translation-Back-Translation technique was used to translate all 12 items from English to Norwegian.

Moderating Variable: Intragroup Conflict Types

Four Intragroup conflict types were measured using items developed by Hjertø and Kuvaas (2009). Four items measuring Emotional person conflict, four items measuring Emotional task conflict, three items measuring Cognitive person conflict, and five items measuring Cognitive task conflict. An example item is "The conflict was marked by personal clashes in the team". The double Translation-Back-Translation technique was used to translate the items from Norwegian to English. The items are measured on a five-point Likert scale (1= Not at all to 5 = Often).

Control Variables

The variables investigated might be influenced by other factors than those hypothesized, thus two control variables were included in the study. Diversity in teams may affect the team's both perceived and actual performance, conflict level and satisfaction (Jehn et. al, 1999). In addition to this, men have showed to score higher on dark personality trait (e.g., Furnham & Trickey, 2011; Jonason, Koenig, et al., 2010; Paulhus & Williams, 2002), so age and gender was included and controlled for.

Statistical Analyses

Before conducting the analyses, the data were screened for missing values and outliers (Hair, Black, Babin and Anderson, 2014). The outliers did not influence the mean score and therefore retained.

To assess the data several analyses were performed. First, an exploratory factor analysis (EFA; principal component analyses with oblique varimax rotation) was performed on ten different constructs (Narcissism, Psychopathy, Machiavellianism, Emotional person conflict, Emotional task conflict, Cognitive person conflict, Cognitive task conflict, Job satisfaction, Learning and Performance Output) to identify whether items cross-load (Farrell, 2010) and to assess the convergent and discriminant validity of the measures (Hair et al., 2014; Farrell, 2010). IBM SPSS 24 was used to perform the analysis. Validation was important, as the combination of items had not been used in prior research, and since all items were translated from English to Norwegian and Norwegian to English. For factor retention, we followed Kaiser's criterion in which eigenvalues had to be greater than 1 (Field, 2009) and the criteria for items retention were set to 0.50 for practical significance (Hair, Balck, Babin & Anderson, 2014).

In addition, a confirmatory analysis (CFA) was performed with the use of the program STATA 15 to underpin the factor structure after recommendations of Farrell (2010).

Further, descriptive analyses including means, standard deviations, correlations and reliability were assessed. To assess reliability, Cronbach's alpha was examined, in which values of 0.60 had high indicated acceptable reliability (Murphy & Davidshofer, 1988). Additionally, a correlation analysis was performed to test whether the variables correlate with each other (Field, 2009).

An ANOVA with IBM SPSS 24 was conducted to examine whether the answers in each team were representable for the team. Intraclass correlation coefficients (ICC) were used to examine the reliability of the group means, across all groups. We chose to use ICCs since they allow determination of how much of the total variability is due to group membership (ICC(1)) and whether this variability results in reliable group means (ICC(2)). The difference between ICC(1) and ICC(2) is that ICC(1) values are not affected by group size (Bliese, 1998; Bliese & Halverson, 1998b), whereas ICC(2) values are affected by group size (Spearman–Brown formula) (Castro, 2002).

Additionally, Box's *M* test was performed, using MANOVA in IBM SPSS 24, to examine the mean difference between the groups on the combination of dependent variables were likely to have occurred by chance.

A mediation model seeks to identify and explain the mechanism or process that underlies an observed relationship between an independent variable and a dependent variable via the inclusion of a mediator variable. To explain a true mediation relationship, several requirements need to be met. First, the independent variable needs to be a significant predictor of the dependent variable, secondly the independent variable needs to be a significant predictor of the mediator, and lastly the mediator needs to be a significant predictor of the dependent variable and the previously significant independent variable in step 1 is greatly reduced (Baron & Kenny, 1986). Therefore, several regression analyses were performed to look at the relationship between i) Dark Triad and Team Effectiveness and ii) Intragroup Team Conflict and Team Effectiveness. All controlled by gender and age. Additionally, a partial correlation analysis was performed to examine the relationship between Dark Triad and Intragroup Team Conflict, also controlled by gender and age. And lastly a multiple regression analysis was performed to examine any mediating effect. All analyses were conducted with IBM SPSS 24. A strict significant level does not apply to our general concepts.

Results

EFA

The EFA identified ten factors with eigenvalues above 1 (Appendix 1). The twelve items measuring the Dark Triad loaded on 4 factors; four items measuring Narcissism loaded on one factor, four items measuring Psychopathy loaded on two factors, and four items measuring Machiavellianism loaded on one factor. The sixteen items measuring Intragroup conflict types loaded on four factors; four items measuring Emotional person conflict loaded on one factor, four items measuring Emotional task conflict loaded on one factor, five items measuring Cognitive person conflict loaded on one factor, and three items measuring Cognitive task conflict loaded on one factor. The twelve items measuring Team Effectiveness loaded on three factors; four items measuring Job

Satisfaction loaded on one factor, four items measuring Learning loaded on one factor and four items measuring Performance Output loaded on one factor. All items had higher loadings than .50, except item four (the tendency to be cynical) measuring Psychopathy. As this item loaded in the same factor as Narcissism; therefore it has been excluded from further analyses.

There were two cross-loadings of .30 and .33 (item 3) among the Narcissism items, three cross-loadings of .32, .32 and .33 (item 2 and 4) among the Psychopathy items, one cross-loading of .31 (item 2) among the Machiavellianism items, two cross-loadings of .30 and -.36 (item 1 and 3) among the Emotional person conflict items, and two cross-loadings of .30 and .33 (item 1 and 3) among the Cognitive person conflict items. Ideally this indicates that more items should be dropped. However, every cross-loading, was below .35 and were therefore retained (Bernstein & Nunnally, 1994).

CFA

As the EFA showed communalities in the 0.5 range and above a sample between 100 and 200 is sufficient (Field, 2013). Since we have 159 respondents the CFA was conducted. The ten-factor solution (Narcissism, Psychopathy, Machiavellianism, Emotional person conflict, Emotional task conflict, Cognitive person conflict, Cognitive task conflict, Job satisfaction, Learning and Performance Output) displayed good fit with the data ($\chi^2 [741] = 3603.357$, $df = 4.86$, CFI = 0.88, RMSEA = 0.057, SRMR = 0.077). The factor loadings ranged from .68 to .88 for the Narcissism items. For Psychopathy, it ranged from .49 to .70. And for the Machiavellianism items the items ranged from .52 to .85. Further, the items ranged from .46 to .92 for the Emotional person conflict items, .76 to .92 for the Emotional task conflict items, .63 to 1 for the Cognitive person conflict items and .73 to 1 for the Cognitive task conflict items. For Job Satisfaction, the items ranged from .55 to .79, and .50 to .62 for the Learning items, and finally for the Performance Output items it ranged from .66 to .86. As almost all factor loading were above 0.5 and the Cronbach's alphas showed good reliability ($\alpha > .60$), all the items were retained.

Descriptive Analysis

Descriptive statistics, correlations and reliability estimates are reported in table 2. The three components under the Dark Triad have significant correlations.

The four Intragroup Task Conflict components have significant correlations, except between Emotional person conflict and Cognitive task conflict. The three Team Effectiveness components have significant correlations.

All the item scales indicated acceptable internal consistency properties in terms of reliability. Overall, the reliability estimates ranging from $\alpha = .60$ to $\alpha = .90$. The Psychopathy scale has the lowest reliability $\alpha = .60$.

Table 2:

Descriptive statistics, correlations and reliabilities		Means	SD	N	1	2	3	4	5	6	7	8	9	10	11
1.	Narcissism	2,42	0,86	159	(.81)										
2.	Psychopathy	2,06	0,73	159	,27**	(.60)									
3.	Machiavellianism	1,76	0,78	159	,52**	,37**	(.81)								
4.	Emotional Person Conflict	1,56	0,58	159	,16*	0,04	0,15	(.78)							
5.	Emotional Task Conflict	3,12	0,91	159	0,00	-0,10	-0,01	0,06	(.83)						
6.	Cognitive Person Conflict	2,09	0,94	159	-0,00	,17*	0,10	,33**	,35**	(.84)					
7.	Cognitive Task Conflict	2,59	1,01	159	,20*	0,13	0,13	,19*	,31**	,38**	(.69)				
8.	Job Satisfaction	4,04	0,74	159	-0,15	-0,12	-,19*	-,47**	,24**	-0,02	-0,01	(.87)			
9.	Learning	4,29	0,62	159	-0,09	-0,03	-,16*	-,18*	0,13	0,04	-0,05	,33**	(.84)		
10.	Performance output	3,95	0,83	159	-0,04	-0,07	-0,09	-0,08	,22**	0,06	-0,09	,41**	,24**	(.90)	
11.	Gender	1,49	0,50	159	0,10	,28**	,20**	0,12	0,09	,26**	0,03	-,23**	-0,10	-0,12	
12.	Age	1,82	0,90	159	-,27**	0,01	-0,14	0,07	0,13	,18*	-0,07	0,09	0,12	,21**	,18*

Notes: **. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed). Gender: women =1, men =2; Age: 18-25 =1, 26-35 =2, 36-45 =3, 46-55 =4, 56+ =5.

ANOVA and ICC

A one-way between-groups analysis of variance showed that all variables were significant on a .05 level, except Psychopathy ($p = .23$) and Machiavelli ($p = .53$). Further the calculation retrieved from the ANOVA was used to calculate ICC(1) and ICC(2). The group level analyses found some evidence supporting aggregation, but not for all variables (Psychopathy and Machiavellianism). ICC(2) results varied from $-.30$ to $.71$, indicating that some of the group means were reliable and were differentiated from one another. Psychopathy and Machiavellianism have the lowest results with $.16$ and $-.03$, however this was expected as these are personality traits and should therefore be used on an individual level. The rest of the variables had results offering support for the aggregation of the data on the group level. Intragroup conflict types ranging from $.39$ to $.66$ and Performance Output from $.40$ to $.71$. Since not all variables could be use on a group level, all analysis was done on individual level.

Box's *M* test

Several one-way between-groups multivariate analyses of variance were performed to investigate; i) age differences in Dark Triad, ii) sex difference in Dark Triad, iii) age differences in Team Effectiveness and iv) sex differences in Team Effectiveness. First, three dependent variables were used: Narcissism, Psychopathy and Machiavellianism, where the independent variable was age. There was a statistically significant difference between the age groups on the combined dependent variables, $F(3, 152) = 2.53$, $p = .003$, Wilks' Lambda = $.82$; partial eta squared = $.06$. When the results of the dependent variables were considered separately, the only difference to each statistical significant, using Bonferroni adjusted alpha level of $.017$, was Narcissism ($p = .011$). An inspection of the mean scores indicated that participants in the age group 18-25 score higher on Narcissism ($M = 2.56$, $SD = .10$), than the other age groups; 26-35 ($M = 2.46$, $SD = .10$), 36-45 ($M = 2.05$, $SD = .22$), 46-55 ($M = 1.70$, $SD = .25$) and 56+ ($M = 2$, $SD = .84$).

Secondly, three dependent variables were used: Narcissism, Psychopathy and Machiavellianism, where the independent variable was gender. There was a statistically significant difference between the gender groups on the combined dependent variables, $F(3, 155) = 5.03$, $p = .002$, Wilks' Lambda = $.91$; partial eta

squared = .09. When the results of the dependent variables were considered separately, the only difference to each statistical significant, using Bonferroni adjusted alpha level of .017, were Psychopathy ($p = .000$) and Machiavellianism ($p = .010$). An inspection of the mean score indicated that males scored slightly higher on both Psychopathy and Machiavellianism ($M = 2.26$, $SD = .08$ and $M = 1.93$, $SD = .08$) than females ($M = 1.86$, $SD = .08$ and $M = 1.61$, $SD = .08$).

Thirdly, three dependent variables were used: Job Satisfaction, Learning and Performance Output, where the independent variable was age. There was not a statistically significant difference between the age groups on the combined dependent variables, $F(3, 152) = 3.04$, $p = .145$, Wilks' Lambda = .89; partial eta squared = .04.

Lastly, three dependent variables were used: Job Satisfaction, Learning and Performance Output, where the independent variable was gender. There was a statistically significant difference between the gender groups on the combined dependent variables, $F(3, 154) = 3.04$, $p = .031$, Wilks' Lambda = .94; partial eta squared = .06. When the results of the dependent variables were considered separately, the only difference to each statistical significant, using Bonferroni adjusted alpha level of .017, was Job Satisfaction ($p = .003$). An inspection of the mean score indicated that females reported slightly higher levels of Job Satisfaction ($M = 4.21$, $SD = .08$) than males ($M = 3.87$, $SD = .08$).

Hypothesis Testing

A regression analysis was performed to examine the relationship between the Dark Triad and Team Effectiveness, controlled by gender and age (Table 3). This was performed nine times with Team Effectiveness as the dependent variables; 1) Job satisfaction, 2) Learning, and 3) Performance Output. There were only one significant correlation between Dark Triad and Team Effectiveness; Machiavellianism had a negative effect on Job Satisfaction ($\beta = -.12$, $p < .10$). However, gender ($\beta = -.36$, $p < .01$, $\beta = -.36$, $p < .01$, $\beta = -.34$, $p < .01$) and age ($\beta = .11$, $p < .10$) showed significant correlations with Job Satisfaction. Age ($\beta = .10$, $p < .10$) did also show significant correlations with Learning. Further, gender ($\beta = -.28$, $p < .05$, $\beta = -.25$, $p < .10$, $\beta = -.25$, $p < .10$) and age ($\beta = .23$, $p < .01$, $\beta = .21$, $p < .01$, $\beta = .21$, $p < 0.5$) showed significant correlations with Performance Output. The conclusion regarding Hypothesis 1 is

based on the result given in this regression analysis. Hence, Hypothesis 1 suggesting that Dark Triad would negatively affect Team Effectiveness was not supported. Thus, Machiavellianism indicates marginal negative effects on Job Satisfaction.

Table 3:

Summary of Hierarchical Regression Analysis for Variables predicting Team Effectiveness (N = 159)

Variable	Model 1			Model 2			Model 3			Model 4		
	B	SE B	β	B	SE B	β	B	SE B	β	B	SE B	β
Job Satisfaction	4.62*		0.26							4.48*		0.23
Learning				4.43*		0.23						
Performance Output							3.83*		0.30			
Gender	-0.36*	0.12	-0.24	-0.14	0.10	-0.12	-0.28**	0.13	-0.17	-0.36*	0.12	-0.24
Age	0.09	0.07	0.11	0.09	0.06	0.13	0.23*	0.08	0.25	0.11***	0.06	0.14
Narcissism	-0.09	0.07	-0.10	-0.03	0.06	-0.05	0.05	0.08	0.05			
Psychopathy										-0.05	0.08	-0.05
Machiavellianism												
R ²				0.08*			0.04			0.06**		0.09*
Adjusted R ²				0.06*			0.02			0.04**		0.07*

Note: * $p < .01$. ** $p < .05$, *** $p < .10$

Summary of Hierarchical Regression Analysis for Variables predicting Team Effectiveness (N = 159)

Variable	Model 5			Model 6			Model 7			Model 8			Model 9		
	B	SE B	β	B	SE B	β	B	SE B	β	B	SE B	β	B	SE B	β
Job Satisfaction							4.59*		0.23						
Learning	4.34*		0.20							4.49*		0.19			
Performance Output				4.00*		0.26							4.00*		0.26
Gender	-0.15	0.10	-0.12	-0.25***	0.13	-0.15	-0.34*	0.12	-0.23	-0.12	0.10	-0.09	-0.25***	0.13	-0.15
Age	0.10***	0.06	0.14	0.21*	0.07	0.23	0.10	0.06	0.12	0.08	0.06	0.12	0.21*	0.07	0.23
Narcissism															
Psychopathy	0.00	0.07	0.01	-0.03	0.09	-0.03									
Machiavellianism							-0.12***	0.08	-0.13	-0.10	0.06	-0.12	-0.03	0.08	-0.03
R ²				0.03			0.06**			0.09*			0.05***		0.06**
Adjusted R ²				0.02			0.05**			0.08*			0.03***		0.04**

Note: * $p < .01$. ** $p < .05$, *** $p < .10$

To assess the relationship between Intragroup conflict types and Team Effectiveness, controlled by gender and age (Hypothesis 2a and 2b) an regression analysis were performed (Table 4). This was performed three times with Team Effectiveness as the dependent variables; 1) Job satisfaction, 2) Learning and 3) Performance Output. Emotional person conflicts (beta = -.63, $p < .01$), Cognitive task conflict (beta = .19, $p < .01$), gender (beta = -.36, $p < .01$) and age (beta = .10, $p < .10$) showed significant correlations with Job Satisfaction. Emotional person conflict (beta = -.21, $p < .10$) did also show significant correlations with Learning. Cognitive person conflict (beta = -.14, $p < .05$), Cognitive task conflict (beta = .22, $p < .01$), gender (beta = -.30, $p < .05$) and age (beta = .17, $p < .10$) showed significant correlations with Performance Output.

Hence, Hypothesis 2b proposing that Emotional person conflict and Cognitive person conflict will negatively affect Team Effectiveness is partially supported. However, Hypothesis 2a was not supported as only Cognitive task conflict would positively affect Job Satisfaction and Performance Output.

Table 4:

Summary of Hierarchical Regression Analysis for Variables predicting Team Effectiveness (N = 159)

Variable	Model 1			Model 2			Model 3		
	B	SE B	β	B	SE B	β	B	SE B	β
Job Satisfaction	4.63*	0.26							
Learning				4.43*	0.25				
Performance Output							3.79*	0.33	
Gender	-0.36*	0.10	-0.24	-0.16	0.10	-0.13	-0.30**	0.13	-0.18
Age	0.10***	0.06	0.12	0.08	0.06	0.11	0.17**	0.07	0.19
Emotional person conflict	-0.63*	0.09	-0.50	-0.21**	0.09	-0.20	-0.12	0.11	-0.09
Cognitive task conflict	0.19*	0.06	0.24	0.09	0.06	0.13	0.22*	0.08	0.24
Emotional task conflict	0.09	0.06	0.11	0.07	0.06	0.11	0.08	0.08	0.09
Cognitive person conflict	-0.02	0.05	-0.02	-0.05	0.05	-0.08	-0.14**	0.07	-0.17
R ²			0.35*			0.09*			0.14*
Adjusted R ²			0.33*			0.05**			0.11*

Note: * $p < .01$, ** $p < .05$, *** $p < .10$

Further a partial correlation analysis was conducted to explore the relationship between Dark Triad and Intragroup conflict types, while controlling for gender and age (Table 5). Emotional person conflict ($r = .17$, $p < .05$) and Cognitive task conflict ($r = 0.19$, $p < .05$) showed significant correlations with Narcissism. Additionally, Emotional person conflict ($r = .14$, $p < .10$) showed

significant correlation with Machiavellianism. Indicating that Hypothesis 3 was not supported, even though Narcissism and Machiavellianism indicated general effects in a positive direction.

Table 5:

Summary partial correlation analyses (N=159)

Control Variables	Variables	Emotional Person Conflict	Cognitive Task Conflict	Emotional Task Conflict	Cognitive Person Conflict
Gender & Age	Narcissism	0.17*	0.04	0.01	0.19*
	Psychopath	0.00	- 0.13	0.11	0.12
	Machiavellian	0.14**	-0.01	0.07	0.11

Note: * $p < .05$, ** $p < .10$

As Hypothesis 1 was not supported, the independent variable is not a significant predictor of the dependent variable, hence Hypothesis 4 is not supported either as this is the first requirement to be met to form a true mediation relationship. However, as this study showed that Machiavellianism had a negative effect on Job Satisfaction, and a positive effect on Emotional person conflict and that Emotional person conflict had a negative effect on Job Satisfaction. A multiple regression analysis was conducted to examine a possible mediating effect on these variables.

The multiple regression analysis brought evidence that Machiavellianism is indirectly negatively related to Job Satisfaction through its mitigation of negative Emotional person conflict construct (Table 6).

Table 6:

Summary of Multiple Regression Analysis for mediating Variables predicting Job Satisfaction (N = 159)

Variable	Step 1			Step 2			Step 3		
	B	SE B	β	B	SE B	β	B	SE B	β
Job Satisfaction	4,40*	0,20		4,59*	0,23		5,23*	0,23	
Gender	-0,38*	0,12	-0,26	-0,34*	0,12	-0,23	-0,28*	0,11	-0,19
Age	0,11***	0,06	0,14	0,10	0,06	0,12	0,12**	0,06	0,15
Machiavellianism				-0,12***	0,08	-0,13	-0,06	0,07	-0,07
Emotional person conflict							-0,57*	0,09	-0,45
R ²			.07*			.09*			.28*
Adjusted R ²			.06 *			.07*			.26*

Note: * $p < .01$. ** $p < .05$, *** $p < .1$

Additionally, we have brought evidence that Narcissism is indirectly negatively related to general Team Effectiveness through its mitigation of negative Emotional person conflict and Cognitive person conflict construct.

Discussion

The present study indicates that Machiavellianism will both directly and indirectly negatively affect Job Satisfaction. As mentioned previously, Job Satisfaction has been found to have a major influence on job-related behaviors such as intentions to turnover, absenteeism, and self-reported job performance (Nagy, 2002). Employees with high Job Satisfaction have a better match between what one wants in a job and what one has in a job (Kalleberg, 1977). As this is a subjective evaluation of want, needs and match, our questions included their satisfaction regarding current job situation, colleagues, collaboration and overall satisfaction (Tusi, Egan, and O'Reilly, 1992; Van Der Vegt, Emans & Van De Vliert, 2000). Given that, Machiavellianism refers to interpersonal strategies that advocate self-interest, deception and manipulation, and is a broader trait including charm, charismatic tendencies and self-control (Christie & Geis, 1970; Jones & Paulhus, 2011). Individuals with high levels of Machiavellianism would therefore act in a highly exploitative and emotionally cold way when interacting with others, putting their own success and self-interest first. As mentioned earlier, interdependence and a focus on common goals are crucial in teams, having one or more individuals more concerned about themselves, could lead to both decreased Job Satisfaction among the team members and possible person-related conflicts within the team.

Emotional person conflicts are conflicts concerning person-related issues, driven by friction, frustration and personality clashes between people in the team (Jehn, 1994). When the conflicts are focused on people rather than task, it can make for quite a toxic atmosphere. It could be that people feel that the work is divided in an unfair matter, or that some members of the team do not contribute as much as they should. Deutsch (2002) note that in a competitive process, communication is impaired as the conflicting parties seek to gain advantage by

misleading the other through use of false promises, ingratiation tactics, and disinformation. The communication is reduced and seen as futile as they recognize that they cannot trust one another's communications to be honest or informative. This could lead to the conflicting parties seek to enhance their own power and to reduce the power of the other person. Any increase in the power of the other is seen as threatening to oneself. If all time and resources are used on conflicts, it is only natural that the Team Effectiveness will go down.

Furthermore, this study found that Narcissism has a negative indirect effect on overall Team Effectiveness, through Cognitive person conflict and Emotional person conflict. Previous research have shown that team members with high levels of Narcissism might have excessively optimistic views about the quality of their work or their own contributions even in light of evidence to the contrary. They are also not viewed as a positive contribution to the team by other members, as narcissistic individuals are often seen as domineering, ingenuous, and lacking in interpersonal intelligence (Rauthmann, 2012). A team with such individuals would not likely be effective. Narcissists think very highly of themselves, and may not be that interested in cooperating with their team or contribute to the team's learning. As mentioned before, pathological levels of Narcissism and arrogance in individuals can have the effect that the team members think that the narcissists take the tasks and events as opportunities to demonstrate their superiority. They overestimate their own contribution, while also ignoring or devaluating the contributions of others in the team and attacking those who are critical (Ronningsam, 2005). These findings indicates, including the ones from this study, that a person with narcissistic traits might contribute to higher level of person oriented conflicts, and as research has shown, person-related conflicts often hurts Team Effectiveness (e.g., Amason, 1996; De Dreu & Van de Vliert, 1997; Jehn, 1995; Simons & Peterson, 2000).

The present study found that Cognitive task conflict is positively related to two of the variables of Team Effectiveness: Job Satisfaction and Performance Output. This means that when there are high levels of Cognitive task conflict in a team, with more objective and sensible reasoned disagreements, people generally feel more satisfied with their job and they perform better. It can still be heated arguments and long discussions, but with a more task-oriented style and not person-related conflicts. The conflicts are regarding ideas in the group, the content

and issues of the task (Jehn, 1997b). A team with unresolved conflicts may experience impasses, deadlocks, and barriers to forward movement, whereas a team with resolved conflicts likely integrates, combines, and synthesizes divergent views and achieves consensus on how best to proceed (Robey, Farrow, & Franz, 1989).

Brehmer (1976) suggested that the type of task the team performs influences the relationship between conflict and effectiveness. So whether or not the cognitive conflict is beneficial may depend on the type of task that the team is facing (Jehn, 1997b). The absence of conflict could also be detrimental for Team Effectiveness, as a small amount of conflict could lead to more ideas and re-evaluation of current ideas and standards. But a great degree of conflict, after that point, is suggested to be increasingly detrimental (Tjosvold, 1991; Jehn, 1997b). It is also an important point that teams with low levels of task interdependence will be less affected by conflict, while teams with high levels of interdependence will experience a strong relationship between conflict and effectiveness. According to Jehn (1991), interdependence decreases the negative impact of cognitive conflict. The reason for this could be that the members of the team realize that they must work together and agree on content issues in order to complete the task, therefore lessening the tendency for them to be negatively influenced by arguments regarding the actual task (Jehn, 1997b).

Further, this study found that Psychopathy and Machiavellianism had a positive correlation with gender, and that men are more likely to score higher on traits of Psychopathy and Machiavellianism than women. Numerous studies have shown that men tend to score higher than women on Narcissism (Twenge et. al, 2008), Machiavellianism (Chono, 1982; Dahling et. al, 2008; Wertheim et. al, 1978) and Psychopathy (Levenson et. al, 1995; Cale & Lillienfeld, 2002; Zagon & Jackson, 1994), although the size of the difference varies across traits and the measurement instruments used. This is consistent with findings of Semenyna and Honey (2015), who showed through two studies that men score higher on all the Dark Triad traits, especially Psychopathy. The first study showed that although men scored significantly higher on the total Dark Triad, the only individual Dark Triad trait that had a significant gender difference was Psychopathy, inconsistent with other results where gender differences exist for all three subscales (e.g., Furnham et. al, 2013; Jonason et al., 2009). The gender differences for Narcissism

and Machiavellianism were nearly significant. Study 2 showed significant gender differences for all Dark Triad traits, and that men had higher average scores on all individual components, and by extension the composite, of the Dark Triad.

Men and women act and react differently to situations; therefore, the outcome of tasks can greatly depend on who is assigned to that type of work and whether this kind of work are suited for them. For example, research has shown that women can be more adaptable, flexible, mentally strong and offer carefully thought out proposals (Abrahamsson, 2001). Results of psychological research show that women during conflict use restrained and conciliatory strategy, while men prefer confrontation and competition (Brahnam, Margavi, Hignite, Barrier & Chin, 2005). Considering other research confirming that men score a higher on Dark Triad traits than women (e.g., Furnham & Trickey, 2011; Jonason, Koenig, et al., 2010; Paulhus & Williams, 2002), and that Psychopathy and Machiavellianism often lead to lower levels of Job Satisfaction. The finding of this studies indicating that women score slightly higher on Job Satisfaction than men, is not surprising.

Further, these findings are consistent with the findings of Clark (1997), who reports that women show significantly higher levels of most kinds of Job Satisfaction than men do, even when a large number of individual and job characteristics are controlled for. He suggests that women's higher Job Satisfaction does not reflect that their jobs are unobservable better than men's, but rather that, perhaps because their jobs have been so much worse in the past, they have lower expectations.

The present study also found that the lower age groups scored higher on Narcissism. A possible explanation for this is that the trend toward individualism has veered into Narcissism (Twenge and Campbell, 2010). Nearly 10% of Americans in their twenties report having experienced the symptoms of Narcissistic Personality Disorder (NPD) in their lifetime, compared to only 3% of people over the age of 65 (Stinson et al., 2008). This suggest a large generational increase in Narcissism.

Another interesting finding is that the levels of Job Satisfaction, Learning and Performance Output are increasing with age. O'brien and Dowling (1981) also found that Job Satisfaction increased with age. Younger employees were less satisfied with their jobs, but especially with the intrinsic characteristics of the

work. There could be a couple of explanations for this: First, as job tenure increases, employees may be better able to adjust their expectations to the returns the work can provide (Hulin & Smith, 1965). The second point is that older workers seem to gain esteem simply by virtue of time on the job (Altimus & Tersine, 1973), and by this contributing to higher levels of Job Satisfaction with the intrinsic characteristics of the work. Work values of older employees may contribute to the difference in satisfaction with extrinsic characteristics of the work. O'Brien and Dowling (1981) state that salary, education, and job tenure do not alter the relationship of Job Satisfaction and age significantly, but the combination effect of salary, education, job tenure, and job characteristics have a significant impact on intrinsic Job Satisfaction.

Limitations and Future Directions

Language may be a limitation of this study. As mentioned before, we did the double Translation-Back-Translation technique to translate the items from English to Norwegian and Norwegian to English in order to ensure that they were to be interpreted correctly. A study on response styles in cross-national survey research, using likert-scale questions found that English-language questionnaires showed a higher level of middle responses, while questionnaires in a respondent's native language results in a more extreme response style (Harzing, 2006). As the majority of respondents answering our questionnaire in English, have English as their second language, this may have affected their answers. It might have made them answer more middle or a bit lower. There is also done extensive research on the way people interpreted questionnaires in their second language (Botha, 1968; Harzing, 2006; Marin et al., 1983; Ralston et al., 1995; Tyson et al., 1988), indicating that this might also have impacted the way these respondents interpreted and answered the questions.

Another limitation of this study is that we were not able to perform the analyses on team level. Ideally, we should have performed the analyses on both the individual and team level in order to see if there were any significant differences in the results. However, when including variables measuring individual personality traits, the recommended solution is to do this on the individual level. This was supported by our ICC analysis.

We also noted that most of our participants were in the age group 18-25 (42 %) and 26-35 (41 %). This does not make a very varied sample size when it comes to age, and might limit the generalization of the present findings. A larger sample size and more random sampling, would deal with this issue and make the variations between age groups larger.

When researching on dark traits, it could be difficult to overcome the skepticism that respondents would have toward these types of questionnaires. Respondents could worry that their answers could be used against them, especially if they know that what they answer is not considered “normal”. In this study, we provided each team with a specific team code and they were asked to write in the organization where they worked. Often the contact person who passed on the team code and link to our study was their leader. Even though it was clearly stated that their answers were confidential and completely anonymous, it is still possible that many people were afraid that their answers would be disclosed to their leader.

Further, as much team research do (Stern et al., 2009; Wright, 2007), this study also relies on the self-reported understandings of team members to identify the key variables. Perceptions may often be emergent states, and distinguishing between any directly observable condition and perception of that condition can be difficult (Marks et al., 2001). Additionally, the generally formulated questions of these scales might not be sensitive enough to capture the actual Team Effectiveness in real-world situations. Collecting additional data on both Dark Triad and Team Effectiveness from other sources might give a more accurate representation of the situation. Additionally, there is the problem that people with dark traits often do not have the insight to know that they do have these traits - that they do manipulate others, do not feel remorse for their actions etc. It is unlikely that individuals with high elevations on a number of these traits, would answer honestly on a self-report assessment when used in evaluating Team Effectiveness.

Lastly, some studies show that it may be unhelpful to overly differentiate the elements for the Dark Triad when they so closely overlap with one-another. A study by Jakobwitz and Egan (2006) shows that the Dark Triad reflect an essentially unitary construct, and that the division of Psychopathy into primary and secondary usefully differentiates normal personality traits associated with the

more unpleasant features of the self. Researchers have asked; if the Dark Triad traits are not interchangeable, then why are they always positively correlated – regardless of the instrument used to measure them? One possibility is a common underlying element. Among the strongest candidates are disagreeableness, honesty-humility, lack of empathy (callousness), and interpersonal antagonism (Paulhus & Williams, 2002). Whatever the causal order, it appears that callousness goes hand-in-hand with interpersonal manipulation and exploitation (Jones & Figueredo, 2013; Miller et al., 2011). Future research on the field of Dark Triad should consider the option of differentiate the three traits, as this might give different results.

Future research should also consider collecting data from several sources, to have a more accurate representation of the situation. As the Dark Triad might be hard to accurately self-report, it might be beneficial to, additionally to the self-reporting, ask how the team members consider each other or/and observe them at their work place. Further, collecting data from other sources such as actual performance results from the company, and/or feedback from the customers, might give a more accurate representation of the situation.

Conclusion

This study contributes to the understanding of the Dark Triad effects on Team Effectiveness, and gives more insight into the Intragroup conflict types. More specifically, we have brought evidence that Machiavellianism is directly and indirectly negatively related to Job Satisfaction through its mitigation of negative emotional person conflict construct, and that Narcissism is indirectly negatively related to general Team Effectiveness through its mitigation of negative Emotional person conflict and Cognitive person conflict construct.

Further, the present study found evidence that the relationship between Cognitive task conflict and Job Satisfaction was positive, confirming the findings of Hjertø & Kuvaas (2017). However, this study found that the relationship between Cognitive task conflict and Performance Output were positive, compared to Hjertø and Kuvaas (2017) which found this relationship to be negative.

Additionally, this study found that Emotional person conflict was negatively related to Job Satisfaction and marginally negatively related to

Learning. Further, Cognitive task conflict was positively related to Job Satisfaction, and Cognitive person conflict was negatively related to Performance Output.

Moreover, the findings of this study indicate that men score slightly higher on Psychopathy and Machiavellianism than women, where women seem to be slightly more satisfied with their job. Lastly, this study found that younger age groups score higher on Narcissism explained by previous research on generation change and a grown trend toward individualism.

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Appendix I

Exploratory factor analysis with varimax rotation (n=159)

Items	Factors									
	1	2	3	4	5	6	7	8	9	10
<i>Dark Triad</i>										
<i>Narsissisme</i>										
1. Jeg har en tendens til ønske at andre skal beundre meg.						.78				
2. Jeg har en tendens til å ønske at andre er oppmerksom på meg						.77				
3. Jeg har en tendens til å forvente spesielle tjenester av andre						.55	.33	.30		
4. Jeg har en tendens til å søke prestisje eller status.						.80				
<i>Psykopati</i>										
1. Jeg har en tendens til å mangle anger.										.83
2. Jeg har en tendens til å være ufølsom							.32			.65
3. Jeg har en tendens til å ikke være for opptatt av moral eller moralen av mine handlinger.										.53
4. Jeg har en tendens til å være kynisk				.46			.33			.32
<i>Machiavellianism</i>										
1. Jeg har brukt bedrageri eller løgn for å få det som jeg vil						.78				
2. Jeg har en tendens til å manipulere andre for å få det som jeg vil						.31	.74			
3. Jeg har brukt smiger for å få det som jeg vil.						.72				
4. Jeg har en tendens til å utnytte andre for min egen nytte.						.69				

*Konflikt typer**Emotional person conflict*

1. Det har vært konflikter [som har vært] preget av personlige sammenstøt i teamet (a)	.30	.66
2. Det virket som om det har ligget en smålighet eller misunnelse bak enkelte konflikter (a)		.83
3. Det var tendenser til sinne og aggresjon mellom noen i teamet (a)	-.36	.59
4. Når motsetningen oppsto prøvde enkelte å fremheve seg selv på bekostning av andre (a)		.68

Emotional task conflict

1. Det har vært noen heftige diskusjoner hvor vi har følt at det har vært greit at vi var uenige og sa det vi mente (a)	.73
2. Vi ga uttrykk for ulike meninger som var ganske opphetede	.74
3. Det var stor temperatur i teamet når vi var uenige om saker som vi følte var viktige	.84
4. Vi hadde konflikter om saker hvor alle kunne argumentene sterkt for de alternativene man foretrakk	.79

Cognitive person conflict

1. Noen medlemmer av gruppen ble på en grei måte minnet om regler og normer i teamet som det var viktig å holde seg til	.30	.75
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2. Vi korrigerer hverandres atferd når det var nødvendig ut fra hva vi hadde avtalt .77

3. Når noen brøt de avtalene vi hadde ble det tatt opp med vedkommende på en fornuftig måte. .33 .63

Cognitive task conflict

1. Vi var saklig uenige og hadde lange diskusjoner .62

2. Det har vært saklige og fornuftig begrunnede uenigheter i teamet (a) .76

3. Den saklige uenigheten skjedde innenfor en rolig og løsningsorientert atmosfære .82

4. Vi analyserte motstridende synspunkter for å kunne finne frem til den rette beslutningen .73

5. Vi prioriterte fornuft og saklighet når vi hadde synspunkter som var i konflikt med hverandre .74

Team effectiveness

Job satisfaction

1. Jeg er tilfreds med mine nåværende kolleger. .70

2. Jeg er fornøyd med måten mine kolleger og jeg jobber sammen på. .67

3. Jeg er veldig tilfreds med å jobbe i dette teamet. .80

4. Alt i alt, hvor tilfreds er du med din nåværende arbeidssituasjon? .77

Learning

1. Liker utfordrende og vanskelige oppgaver som lærer nye ting	.82
2. Er villig til å ta sjansen på noe ideer for å finne ut hva som fungerer	.77
3. Liker å jobbe med ting som krever mye dyktighet og evne	.79
4. Ser læring og det å utvikle evner som veldig viktig	.80

Performance Output

1. Produktene/tjenestene som blir levert av dette teamet blir ansett som tilfredsstillende av personene som mottar dem.	.80
2. Teamet er suksessfull i å nå sine mål.	.88
3. Fristene satt av teamet blir møtt.	.81
4. Dette teamet er produktivt	.87

Eigenvalues	6.82	5.05	3.68	2.53	2.34	1.98	1.56	1.28	1.24	1.12
Percent of variance	17.05	12.62	9.21	6.32	5.85	4.96	3.91	3.21	3.12	2.97

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Appendix II

BI Norwegian Business School – Preliminary Master Thesis Report

The effects of Dark Triads (DT) traits on team effectiveness and the possible moderating effect of team conflict

Area of study

In the research literature it exist a lot of different research on team conflict types and team performance, and also a lot of research on the Dark Triad. It seems like the Dark Triad traits are mostly researched on the manager or leader level, and we believe it would be interesting to see if it has different effects on team member level. Furthermore, we want to see how the dark triad traits effect team effectiveness, and if different conflict types have a moderating effect on this relationship.

In this preliminary Master Thesis Report we are going to go through definitions of teams and team effectiveness, to define these concepts. Further, we are going to review the literature that exists on conflict types (cognitive task conflict, emotional task conflict, emotional task conflict and emotional person conflict) and the Dark Triad (narcissism, psychopathy and machiavellianism).

Teams

Teams are social entities composed of members with high task interdependency and shared and valued common goals (Dyer, 1984). They are usually organized hierarchically and sometimes dispersed geographically; they must integrate, synthesize, and share information, and they need to coordinate and cooperate as task demands change to accomplish their mission (Salas et al., 2008). A team is a relative autonomy workgroup of at least three people that in high degree work interdependent over time, which are in high degree mutually responsible to fulfill

the groups objectives, and where team member's relations are the groups fundamental constituent (Hjertø, 2013). A team usually consist of 3 to 10 members, where 5 members are considered the optimal size (Hare, 1994). Some people view 7 members as the highest limit of members in order for the team to function optimally (Hackman, 2002).

Fundamentally, all teams exist of social relations. Teamwork is usually the standard strategy of choice when it comes to working methods in organizations. Teams are used when errors lead to severe consequences; when the task complexity exceeds the capacity of a single individual; when the task environment is nonspecific, ambiguous, and stressful; when multiple and quick decisions are needed; and when the lives of others depend on the collective insight of individual members (Salas et al., 2008). The challenges related to working effectively in teams are considerable. One challenge is conflict: the process resulting from the tension between team members because of real or perceived differences (De Dreu, Harinck, & Van Vianen, 1999; Thomas, 1992; Wall & Callister, 1995).

Relationship conflicts can be about personal taste, political preferences, values, and interpersonal style. Examples of task conflict are conflicts about the distribution of resources, procedures and policies, and judgments and interpretation of facts. Although it is often believed that relationship conflict hurts team effectiveness, task conflict can, under certain circumstances, be beneficial to team effectiveness (e.g., Amason, 1996; De Dreu & Van de Vliert, 1997; Jehn, 1995; Simons & Peterson, 2000).

Team effectiveness

More than 50 years ago, McGrath (1964) developed an input-process-outcome (IPO) framework for studying team effectiveness. This model has served as a valuable guide for researchers over the years, but it has also been modified and extended in several ways (Cohen & Bailey, 1997; Hackman & Morris, 1975; Ilgen et al., 2005; McGrath et al., 2001; Salas, Dickinson, Converse, & Tannenbaum, 1992). Most of the adaptations to the IPO model have either placed it in a larger context, emphasized a temporal element, or rediscovered more subtle aspects of the model that have gone overlooked. However, IPO models have been criticized for failing to distinguish multiple types of "processes" and outcomes. In 2005 Ilgen et al. (p. 520) noted that "many of the mediational factors that intervene and

transmit the influence of [team] inputs to outcomes are not processes.” Further, numerous authors have emphasized that time plays a critical role in team functioning that is not adequately showed in typical unidirectional IPO frameworks (Ancona & Chong, 1999; Marks et al., 2001; McGrath, 1991). In the past 20 years we have seen a much greater appreciation of temporal dynamics in teamwork. Although time can be showed in a number of ways (Ancona, Goodman, Lawrence, & Tushman, 2001; Ancona, Okhuysen, & Perlow, 2001), two of the more prominent approaches are (a) developmental models and (b) episodic approaches. Finally, we should note that team effectiveness criteria have evolved over the past 20 years to include many different forms (e.g., creativity, customer service) and combinations. In this sense, what constitutes “effectiveness” has become very complex.

In literature, one often come across both “team performance” and “team effectiveness”, and for some there is a distinction between the two, and for others there is not. Fitts & Posner (1967) offer some insight on this. They note that the definitions of performance and effectiveness on the team level closely parallel the definitions of these terms on the individual level. One can say that performance is the activities engaged in while completing a task, and effectiveness involves an appraisal of the outcomes of that activity (Fitts & Posner, 1967). We will focus on team effectiveness and use this term in our thesis.

Team effectiveness is an evaluation of the outcomes of team performance processes relative to some set of criteria (Hackman, 1987). Hackman (1987) stated that team effectiveness can be defined in terms of output, social processes and learning. Where output is the final outputs produced by the team which must at least meet the standards set by key constituents within the organization, social processes are the internal social processes operating as the team interacts, should enhance or maintain the team’s ability to work together in the future, and learning means that working in the team environment should act to satisfy rather than aggravate the personal needs of team members (Hackman, 2005).

Conflict types

Research claim that it is important to examine conflict within groups since individuals generally interact and perform in groups daily (i.e. management teams, organizational departments), and since groups are the most direct social

environment therefore has a large impact on individual perceptions and behaviors. Conflict can be defined as an awareness by the parties involved that there are discrepancies, or incompatible wishes or desires present (Boulding, 1963). Behaviors that occur are the consequences of perceived discrepancies between parties, yet conflict can be present without any outward display (Pondy, 1967).

More interest for us is intra-group conflict, which can be defined as awareness or perceptions of the existence of simultaneous, incompatible, correct/incorrect or approval/avoidance mental processes among group members, with relation to task issues or person issues in the group (Hjertø & Kuvaas, 2009). Cognitive/task conflicts and emotional/relationship conflicts are the two conflict types that have been studied most extensively in intra-group research, which are used interchangeably and have different names (Brehmer, 1976; Jehn, 1992, 1997a; Pinkley, 1990; Rahim, 1983). For example, cognitive/task conflicts have been labeled cognitive conflict (Amason, 1996; Jehn, 1997b), but also task conflict (Amason, 1996; De Dreu and Weingart, 2003; Jehn, 1994; Simons and Peterson, 2000). Emotional/relationship conflicts have been labeled emotional conflict (Jehn, 1994; Pelled et al., 1999), relationship conflict (Jehn et al., 1999; Polzer et al., 2002), affective conflict (Amason, 1996; Hambrick and Li, 2003), and person conflict (Janssen et al., 1999).

Traditionally cognitive/task conflicts can be explained as “rooted in the substance of the task”, whereas emotional/relationship conflicts can be described to be “deriving from emotional, affective aspects of the group’s interpersonal relations” (Guetzkow and Gyr, 1954, p. 369). There is also showed evidence for a third conflict type, process conflict. Which focus on conflicts about how tasks will be accomplished (Jehn, 1997a). Even though the explanation of process conflict relies on the same logic used to explain cognitive/task conflict, process conflicts are also assumed to be person related conflicts, such as conflicts concerning the alignment of roles and responsibilities in groups (Jehn and Bendersky, 2003). The research on process conflict has be growing, and recent reports about negative affectivity in process conflicts contribute to our understanding of task related, albeit emotional conflicts (Greer and Jehn, 2007).

However, in 2009 Hjertø & Kuvaas defined four intra-group conflict types. By defining intra-group conflict as awareness or perception of the existence of simultaneous, incompatible correct/incorrect, or approval/avoidance issues

among group members, concerning task or person related issues. This definition was broken down into four intra-group conflict types; cognitive task, cognitive person, emotional task, and emotional person conflict, respectively.

Cognitive task conflict

Cognitive task conflict pertains to conflict of ideas in the group and disagreement about the content and issues of the task. The disagreement is about a work-related topic - calculating relative capacity utilization. The situation has also reached a certain intensity - it is not just a 'disagreement' of viewpoints, but is worthy of 'argument' (Jehn, 1997). An intra-group cognitive task conflict is awareness or perception of the existence of simultaneous and incompatible correct/incorrect issues among group members, concerning task-related issues (Hjertø & Kuvaas, 2009, p. 9).

Cognitive person conflict

Cognitive person conflict can be portrayed as conflicts between group members concerning one (or several) group members enduring and group relevant behavior patterns. We should note the difference between correcting current behavior on the one side, which typically will be perceived as a task conflict ("no, you got it wrong!"), and correcting patterns of behavior, which more likely will be perceived as personal ("no, you always get this wrong!"). While this distinction is easily understood from a theoretical point of view, it is not always easy to distinguish between "criticizing you" (person-oriented criticism) and "criticizing what you do" (task-oriented criticism) in real life settings. An intra-group cognitive person conflict is awareness or perception of the existence of simultaneous and incompatible correct/incorrect issues among group members, concerning person-related issues (Hjertø & Kuvaas, 2009, p. 9).

Emotional task conflict

Emotional task outbursts are never personal in the sense that the target is a person, even if the emotional disputes are centered on two participants in the group. Instead, conflicting emotional task episodes are focused on the task. This kind of conflict is well known in practice, and convincingly illuminated in a qualitative study by Eisenhardt et al. (1997) (Hjertø & Kuvaas, 2009). An intra-

group emotional task conflict is the awareness or perception of the existence of simultaneous and incompatible approval/avoidance issues among group members, concerning task-related issues (Hjertø & Kuvaas, 2009, p. 9).

Emotional person conflict

Emotional person conflict exists when personal and relationship components within the group are characterized by friction, frustration and personality clashes within the group. The people in the team just didn't get along. The group felt a lack of trust, frustration, and insecurity. (Jehn, 1994). An intra-group emotional person conflict is the awareness or perception of the existence of simultaneous and incompatible approval/avoidance issues among group members, concerning person-related issues (Hjertø & Kuvaas, 2009, p. 9).

Dark Triad

In recent years, there has been an increasing interest in dark personality traits in the workplace as predictors of organizational outcomes (Spain, Harms, & LeBreton, 2014), and especially the Dark Triad. 15 years ago, Paulhus and Williams (2002) chose the adjective 'dark' to describe the trio of personalities. They sought to clarify the literature on personalities that are aversive but still within the normal range of functioning. They introduced the concept the Dark Triad (DT) which is consisting of the three personality traits Narcissism, Psychopathy and Machiavellianism. The common core of all three Dark Triad traits is social aversion, emotional coldness, aggressiveness and a tendency to manipulate others. Dark side traits represent undesirable tendencies and dispositions that result in adverse behavioral tactics and motives (Paulhus & Williams, 2002).

One of the most consistent findings in Dark Triad research is the higher scores received by males – regardless of the measurement instruments (e.g., Furnham & Trickey, 2011; Jonason, Koenig, et al., 2010; Paulhus & Williams, 2002).

The concepts of narcissism and psychopathy originated in clinical literature and practice (see Furnham & Crump, 2005). Both remain as personality disorders in the DSM-IV-TR. Psychiatric classification, however, has traditionally been categorical: For example, offenders have often been categorized as psychopaths if and only if they exceeded 30 on Hare's (1991) Psychopathy Check List.

Narcissism migrated into the mainstream literature with the publication of the Narcissistic Personality Inventory (NPI; Raskin & Hall, 1979).

The migration of psychopathy into the mainstream personality research was anticipated by Ray and Ray (1982): However, the only questionnaire available at the time was the dubious MMPI PD scale. Even at the subclinical level, psychopathy is viewed as the most malevolent of the Dark Triad (Rauthmann, 2012).

By contrast, the construct of Machiavellianism had an entirely different etiology. Rather than a clinical syndrome (i.e., a personality disorder), the concept was named eponymously for the philosophy of Niccolò Machiavelli, a political advisor to the Medici family in the 1500s. Machiavellianism derives its name from writings of Niccolò Machiavelli who described how to best maintain political power through a variety of tactics (Vize et al., 2016). Christie and Geis (1970) created a questionnaire measure by distilling the philosophy and tactical recommendations from Machiavelli's original text. Subsequent experimental and correlational work led to the conclusion that everyday samples who agreed with such statements also behaved that way in their personal lives. Consistent with Machiavelli, high scorers on the questionnaire are cynical, unprincipled, believe in interpersonal manipulation as the key for life success, and behave accordingly (Jones & Paulhus, 2009).

Even though the Dark Triad has a bad reputation, there are some researchers that argue that dark traits in leaders can have positive as well as negative consequences for organizations and influence leader emergence and leader effectiveness (Judge, Piccolo & Kosalka, 2009). Research has turned to the adaptive side by uncovering contexts where one or more of the Dark Triad has proved to be advantageous (Hogan & Hogan, 2001). Furnham (2010), for example, has detailed cases where high levels of Dark Triad traits, when combined with other factors (intelligence, physical attractiveness), often help an individual acquire positions of leadership.

Narcissism

Narcissists are characterized by a sense of grandiosity, a high need for admiration from others and ego-reinforcement (Volmer et al., 2016). Narcissism can be found in both social and clinical research domains and is represented by narcissistic

personality disorder (NPD) within the American Psychiatric Association's (APA) Diagnostic and Statistical Manual for Mental Disorders (2013). Research on narcissism has identified two variants: grandiose and vulnerable (Miller et al., 2011; Pincus & Lukowitsky, 2010).

Grandiosely narcissistic individuals are characterized by exhibitionism, lack of humility, modesty and interpersonal dominance, while vulnerably narcissistic individuals are characterized by negative affect, distrust, selfishness, and a need for attention and recognition (Dickinson & Pincus, 2003; Miller, Few, et al., 2012). Narcissism in the DT literature is more reflective of the grandiose variant, although this varies depending on which measure of the DT is used (e.g., Maples, Lamkin, & Miller, 2014).

Psychopathy

Psychopaths are individuals characterized by deficient self-control, impaired affect regulation, and high impulsivity (Volmer et al., 2016). Research on psychopathy has been conducted primarily within forensic and clinical psychology due to its robust links with crime and antisocial behavior (Lynam et al., 2009; Neumann, Hare & Pardini, 2015). Of the DT constructs, psychopathy is typically considered to be the most nefarious or shameful (Paulhus & Williams, 2002) because of its relations with more extreme and frequent antisocial behavior. In direct comparisons, it seems clear that psychopaths are more likely than Machiavellians and narcissists to have confronted the justice system (Williams et al., 2001).

Machiavellianism

People high in Machiavellianism can be described as acting in a highly exploitative and emotionally cold way when interacting with others and has a cynical view of human nature (Volmer et al., 2016). Consistent with Christie and Geis (1970), Machiavellians harbor the most cynicism toward others (Rauthmann, 2012). Along with psychopaths, Machiavellians are also the most morally suspect (Arvan, 2012; Glenn, Iyer, Graham, Koleva, & Haidt, 2009) and, more generally, have the 'darkest' personalities (Rauthmann & Kolar, 2012). Although as malevolent as psychopaths, Machiavellians are more cautious and deliberate in

their behavior: Hence, they do not act on temptation like psychopaths (Williams et al., 2010).

Research question(s) and objectives of the thesis

There has been done a lot of different research on team conflict types and team effectiveness, and some on the possible effect of dark triad traits.

The Dark Triad-traits is most researched on manager or leader level, and we think the DT would have a different effect on team member level. Furthermore, we are interested in researching to see if the four intra-group conflict types have a moderating effect on the relationship between DT and team effectiveness. A research done in 2014 (O'Neill & Allen) showed that Secondary Psychopathy had a negative effect on team task performance, and that task conflict resolution had a moderating effect on this relationship.

Our main objective of the thesis is to find out the effects of Dark Triads (DT) traits on team effectiveness and the possible moderating effect of team conflict.

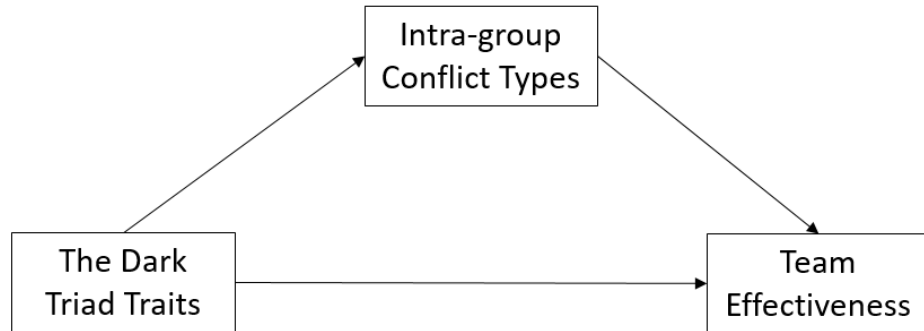
Our research questions based on the theory we have collected above are:

- 1. Do the dark triad trait (narcissism, psychopathy and Machiavellianism) have a negative effect on team effectiveness (output, job satisfaction and learning)?**
 - a. Narcissism has a negative effect on team output, job satisfaction and learning
 - b. Psychopathy has a negative effect on team output, job satisfaction and learning.
 - c. Machiavellianism has a negative effect on team output, job satisfaction and learning.

- 2. Do the four intra-group conflict types have a moderating effect on the relationship between the dark triad and team effectiveness?**
 - a. Cognitive task conflict has a moderating effect on the relationship between the dark triad and team effectiveness.
 - b. Cognitive person conflict has a moderating effect on the relationship between the dark triad and team effectiveness

- c. Emotional task conflict has a moderating effect on the relationship between the dark triad and team effectiveness
- d. Emotional person conflict has a moderating effect on the relationship between the dark triad and team effectiveness

Our research model will therefore look like this:



A plan for data collection and thesis progression

Data collection

Our research strategy is going to be quantitative, by using a questionnaire containing 40 questions. We will have a sample of 70 teams from different companies/organizations in Norway. As of now we have agreement with one company and one organization, which in total is 30 teams.

Based on what we wrote in the literature review, we are interested in finding teams with 3 to 7 members, as that is the most optimal size for a team to function optimally (Hare, 1994; Hackman 2002). Each team also needs to have a team leader to have a way of controlling team effectiveness.

Measure of Dark Triad

For measuring each of the three Dark Triad Traits, we can use the “Dirty Dozen” scale (Jonason & Webster, 2010). The 12-item scale consists of four questions for each of the three dimensions of the DT (see appendix 1). All of the items are measured along a 5-point Likert-type scale (1—strongly disagree, 5—strongly agree).

Measure of team effectiveness

For measuring team effectiveness, we will use questions about job satisfaction, learning and output. The questions used for job satisfaction is taken from Tsui et al. (1992) research (Appendix 1). Further we conceive learning outcomes as the team members' experience of enhanced competence due to the teamwork as conceptually elaborated by Hackman and Oldham (Hackman, 1987; Hackman & Oldham, 1980). The generic concept competence encompasses knowledge, skills and attitudes related the work context (Cannon-Bowers et al., 1995). Based on these arguments we have chosen four questions (see appendix 2).

For team output Hackman's team effectiveness model (1983) showed that understanding is required of the effort, knowledge, skill and performance strategies that enhance team performance. These factors will then show what motivates team members to work together, and highlight whether members have the skill and knowledge of the procedures that must be used to accomplish the team task (and therefore be a more effective team). This impels an enabling performance situation where the member shows sufficient effort to accomplish the task at hand, sufficient knowledge and skills, and the use of task appropriate performance strategies. Furthermore, Barrick et al (1998) showed the importance of team leader's evaluation of the member performance. For this we have made 4 questions for the team leader and four for the team member (see appendix 2).

All items use a five-point scale, with different range.

Measure of team conflict types

For measuring the conflict types, we will use the Intra-group Conflict Scale (4IC) developed by Hjertø and Kuvaas (2005). The 4IC contains a total of 27 items to measure the four conflict types (Hjertø and Kuvaas, 2009). The items constructed to measure emotional person and cognitive task conflicts were based on their definitions, and on items used in prior research of the emotional/relationship and cognitive/task conflict types (e.g.; Friedman et al., 2000; Jehn, 1994; Rahim, 1983). Emotional task and cognitive person conflicts were based on descriptions if similar conflict types in qualitative research (e.g. Eisenhardt et al., 1997), and on theoretical reasoning. All items use a five-point scale ranging from "great uncertainty" to "great certainty" (see appendix 3).

Thesis progression

Our first step is to translate the questionnaire into Norwegian and English. We will do this by translating the questionnaire from English to Norwegian and then from Norwegian to English again, and someone else needs to do this. If the translations match we know the translation can be used. For the English version we will do the opposite. Then we will make the questionnaire in Questback.

By the end of February, we hope to be able to find the remaining 40 teams. We will find this by contacting companies around the city. The companies will be offered to get the result of the survey back as thanks for participating, and they will be anonymous in our research.

We will in March start collecting the data, that means sending out the questionnaire to all the companies. By the end of April, hopefully, all the data is collected and we can start analyzing. Worst case the data collection will be finished by the end of May.

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“The Dirty Dozen”

Narcissism:

I tend to want others to admire me.

I tend to want others to pay attention to me

I tend to expect special favors from others.

I tend to seek prestige or status.

Psychopathy

I tend to lack remorse.

I tend to be callous or insensitive.

I tend to not be too concerned with morality or the morality of my actions.

I tend to be cynical.

Machiavellianism

I have used deceit or lied to get my way

I tend to manipulate others to get my way.

I have used flattery to get my way.

I tend to exploit others towards my own end.

(1—strongly disagree, 5—strongly agree).

Team Effectiveness

Job Satisfaction

1. How satisfied are you with the nature of the work you perform?
2. How satisfied are you with the person who supervises you your organizational superior!?
3. How satisfied are you with your relations with others in the organization with whom you work your coworkers or peers!?
4. Considering everything, how satisfied are you with your current job situation?

Scale from 1 ("strongly disagree") to 5 ("strongly agree").

**translation not tested*

Learning

1. The work in this team has increased our knowledge about working together in future team projects
2. The work in this team has improved our skills in working together on later team assignments (collinearitet)
3. The work in this team has enabled attitudes that can improve our ability to work together on later team assignments (collinearitet)
4. The work in this team has generally improved our team expertise

Scale from 1 ("strongly disagree") to 5 ("strongly agree").

**translation not tested*

Output

To leader:

1. The members of this team have put in the effort need
2. The members of this team have good quality of work
3. The members of this team have sufficient knowledge and skills compared to their tasks
4. The members of this team have a good overall performance

To member:

1. I have put in the effort need
2. I have good quality of work
3. I have sufficient knowledge and skills compared to my tasks
4. I have a good overall performance

Scale from 1 (*somewhat below requirements*) to 5 (*consistently exceeds requirements*).

Emotional person conflict:

1. There have been conflicts [that has been] distinguished by personal clashes in the team (a)
2. It seemed as though it has been some pettiness or jealousy behind some conflicts (a)
3. There was a tendency towards anger and aggression between some in the team (a)
4. When opposition arose some tried to highlighting themselves at the expense of others (a)

Emotional task conflict:

1. There have been some intense discussions where we have felt that there has been okay that we disagreed and said what we thought (a)
2. We voiced various opinions that were quite heated, and where most where laid on the table (a)
3. It was great temperature in the team when we disagreed on issues that we felt were important
4. We had conflicts on matters where all could argue strongly for the options one preferred

Cognitive person conflict:

1. Some members of the group were in a straightforward manner reminded about rules and norms of the team that it was important to stick to
2. We corrected each other's behavior when it was necessary based on what we had agreed
3. When someone broke the agreements we had, it was taken up with them in a sensible way

Cognitive task conflict

1. We were objectively disagreeing and had lengthy discussions, but we constantly let our common sense go ahead of emotions
2. There have been objective and sensible reasoned disagreements in the team (a)
3. The objective disagreement occurred within a quiet and solution oriented atmosphere
4. We analyzed the conflicting views in order to arrive at the right decision
5. We prioritized sense and objectivity when we had point of views that were in conflict with each other

Scale from 1 (To very little extent) to 5 (To a very much extent)

**translation not tested.*