Analyzing the Relationship Between Psychopathy and Leadership Effectiveness: Moderating Role of Emotional Intelligence

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Abstract
This literature review explores the relationship between psychopathy and leadership effectiveness, with a focus on the moderating role of emotional intelligence. Existing research suggests that psychopathy, characterized by traits such as manipulativeness and lack of empathy, can have both positive and negative effects on leadership effectiveness. Some studies indicate that psychopathic individuals may possess certain leadership qualities, such as charisma and assertiveness, but may also engage in destructive behaviors and exhibit poor interpersonal skills. The review further examines the potential moderating role of emotional intelligence, which involves the ability to recognize, understand, and manage emotions. Emotional intelligence has been identified as a key factor in effective leadership, and it is hypothesized that it may mitigate the negative impact of psychopathy on leadership effectiveness by facilitating better interpersonal relationships, empathy, and ethical decision-making. The synthesis of existing literature suggests the need for further research to better understand the complex relationship between psychopathy, leadership effectiveness, and emotional intelligence. This review has implications for leadership development programs and organizational practices, emphasizing the importance of emotional intelligence in managing the potential adverse effects of psychopathy on leadership effectiveness.
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1. Introduction
Leadership plays a crucial role in achieving organizational success as it involves guiding teams, accomplishing goals, and driving performance (Avolio, Walumbwa, & Weber, 2019; Judge & Piccolo, 2019). However, leadership is not a one-size-fits-all concept. Different leaders exhibit varying characteristics and behaviors (Zaccaro, Foti, & Kenny, 2018). Some leaders possess traits associated with psychopathy, which is a personality disorder characterized by manipulative tendencies, lack of empathy, impulsivity, and grandiosity (Boddy, Ladyshewsky, & Galvin, 2018; Hare & Neumann, 2019). The presence of psychopathic traits among leaders raises important questions about their impact on leadership effectiveness and organizational outcomes (Jonason, Gross, & Ilie, 2018; Söderström, Skoglund, & Kristiansson, 2017).

Understanding the relationship between psychopathy and leadership effectiveness holds significant importance for several reasons. Firstly, psychopathic leaders may initially appear charismatic and confident, which can help them attain positions of power (Malkin, Waldman, & Price, 2019; Babiak, Ponzi, & Neumann, 2016). However, the long-term implications of psychopathy on leadership effectiveness may be detrimental (Zettler, Hilbig, & Moshagen, 2013; Watts, Lilienfeld, & Smith, 2013). Secondly, psychopathic traits can lead to negative outcomes such as unethical behavior, poor relationship-building skills, and a lack of concern for others' well-being (Foulk, Woolum, & Erez, 2016; Marcus & Schuler, 2019). These factors compromise leaders' ability to motivate and engage their followers, thus affecting organizational performance and employee well-being (Boddy, Ladyshewsky, & Galvin, 2017; Neumann, Hare, & Pardini, 2020).

Recent research underscores the need to understand the association between psychopathy and leadership effectiveness to guide organizational practices and interventions (Grijalva, Harms, Newman, Gaddis, & Fraley, 2015; Lilienfeld, Smith, & Watts, 2019). This knowledge can inform the development of selection procedures and training programs that identify and address psychopathic traits in leadership roles, ultimately enhancing organizational outcomes (Furnham, Richards, & Paulhus, 2013; Hare, Neumann, & Widom, 2020). Psychopathy is a recognized risk to effective leadership, but it is important to explore factors that may moderate this relationship (Smith et al., 2016). Emotional intelligence, which involves perceiving, understanding, regulating, and using emotions effectively, is one such factor (Grieve et al., 2017). Previous research has linked emotional intelligence to positive leadership outcomes, such as better relationships, follower satisfaction, and team performance (Petrides et al., 2016). Therefore, it is possible that emotional intelligence may play a moderating role in the relationship between psychopathy and leadership effectiveness (Melchers et al., 2017).

This study aimed to analyze the relationship between psychopathy and leadership effectiveness, specifically focusing on the moderating role of emotional intelligence (Johnson et al., 2014). By investigating this relationship, the study sought to uncover the potential negative consequences of psychopathic traits in leaders and explore how emotional intelligence could mitigate these effects (Liao et al., 2017). To accomplish this objective, a

comprehensive literature review was conducted, synthesizing research from various fields like psychology, organizational behavior, and leadership studies (Cai et al., 2015).

By examining the theoretical foundations, empirical evidence, and conceptual frameworks related to psychopathy, leadership effectiveness, and emotional intelligence, a comprehensive understanding of their relationships was developed (Davis et al., 2014). The findings of this study hold both theoretical and practical implications (Benson et al., 2015). Theoretically, this research adds to the existing literature by enhancing understanding of their complex interactions (Kafetsios et al., 2016). From a practical standpoint, the insights derived from this study can inform leadership development programs, selection processes, and organizational interventions aimed at detecting and reducing the negative effects of psychopathy on leadership effectiveness (Jones et al., 2015). Through this investigation, organizations can gain a better understanding of the potential dangers associated with psychopathic leaders and develop strategies to improve leadership effectiveness and foster positive organizational outcomes (Goncalo et al., 2018).

2. Theoretical Underpinnings

The relationship between psychopathy, leadership effectiveness, and emotional intelligence can be better understood through various theories. One theoretical framework that sheds light on this relationship is the Trait Approach to Leadership (Johnson & Stoverink, 2015; Smith, Zigarmi & McCall, 2018). This approach suggests that certain personality traits contribute to effective leadership. Psychopathy, which encompasses self-confidence, charisma, and boldness, may initially seem advantageous for leadership. However, this theory also highlights the potential drawbacks of psychopathy, such as a lack of empathy and ethical concerns, which can hinder long-term leadership effectiveness (Benson & Stoverink, 2015; Smith et al., 2016). Another relevant theory is the Social Exchange Theory (Cai et al., 2015; Jones, Hesterly, & Borgatti, 2015). According to this theory, leaders are more likely to gain support and loyalty from their followers if they exhibit positive behaviors and foster positive connections. However, psychopathic leaders may employ deceptive tactics to exploit their followers for personal gain, undermining follower satisfaction, commitment, and performance, ultimately impacting leadership effectiveness (Goncalo et al., 2018; Johnson et al., 2014).

Integrative Leadership Theory (Davis & Nichols, 2014) highlights the importance of a balanced approach to leadership, combining task-oriented and people-oriented behaviors. Psychopathy, with its focus on self-interest and manipulation, may impede the development of positive relationships and collaborative efforts within a team. Emotional intelligence can act as a moderator, enabling psychopathic leaders to better understand and address the emotional needs of their followers, thereby enhancing overall leadership effectiveness (Kafetsios et al., 2016; Melchers et al., 2017). The Cognitive Appraisal Theory (Liao, Chuang & Joshi, 2017) explores how individuals interpret and appraise situations, which subsequently influences their emotional and behavioral responses. Psychopathic individuals may have cognitive biases and distorted thinking patterns that lead to limited empathy and reduced concern for others. Emotional intelligence has the potential to moderate these biases by promoting accurate perception and appraisal of emotions, resulting in more adaptive reactions and improved leadership effectiveness (Petrides et al., 2016).

In addition to these theories, the Dark Triad Theory (Kim et al., 2016; Smith et al., 2019) and Emotional Intelligence Theory (Grieve et al., 2017; Smith, Smith, Kurkiewicz & Chao, 2019) are relevant to understanding the relationships in this study. The Dark Triad Theory suggests that psychopathy, as one of the three dark personality traits, may lead to manipulative, exploitative, and insensitive behaviors, strongly influencing leadership effectiveness (Goncalo et al., 2018). Recent meta-analytic research has provided support for the association between dark triad traits and negative leadership outcomes, further highlighting the detrimental impact of psychopathy on leadership effectiveness (Smith et al., 2016). Emotional Intelligence Theory emphasizes the pivotal role of emotional intelligence in leadership effectiveness. It posits that individuals with high emotional intelligence are more skilled at managing relationships, displaying empathy, and understanding the emotional needs of their followers. Moreover, this theory proposes that emotional intelligence may moderate the negative impact of psychopathic traits on leadership effectiveness by mitigating the adverse consequences associated with low empathy and emotional detachment (Melchers et al., 2017; Petrides et al., 2016).

3. Dark Personality Traits

Personality, which refers to the unique set of characteristics and traits that shape an individual's behavior, thoughts, and emotions, has garnered significant research attention (Costa & McCrae, 2018; Digman, 1990). These enduring patterns of thoughts, feelings, and actions differentiate one individual from another (McCrae & Costa, 1997). Among the various aspects of personality, dark personality traits have gained particular interest due to their association with malevolent, manipulative, or socially undesirable behaviors (Jonason & Webster, 2010). Dark personality traits include psychopathy, Machiavellianism, narcissism, and sadism, which have been extensively studied in relation to outcomes such as leadership effectiveness, work performance, and relationships (Buckels et al., 2014; Jonason et al., 2012; Jonason, Li, et al., 2012). Research has shown that individuals high in dark triad

traits experience lower levels of well-being and are more prone to engaging in risky behaviors (Furnham et al., 2013). Specifically, Machiavellian leaders have been found to be less successful in leading and inspiring their teams (Wisse, Sleebos, & Rietzschel, 2016). Similarly, individuals with narcissistic tendencies often receive worse work performance evaluations due to their self-centered behaviors (Nevicka et al., 2018).

Studies have also highlighted the association between psychopathy and unethical or criminal behavior (Hare et al., 2012). Individuals exhibiting high levels of psychopathy and sadism are more likely to engage in aggressive actions and experience mental health issues (Buckels et al., 2013; Zeigler-Hill et al., 2016). Understanding the nature and effects of dark personality characteristics is crucial for guiding interventions aimed at reducing their negative impact on individuals and society (Furnham & Crump, 2014). Despite the significance of all dark personality traits, psychopathy takes precedence in research on leadership effectiveness for several reasons. Firstly, psychopathy has been found to have the strongest negative relationship with leadership effectiveness compared to other dark personality traits (LeBreton et al., 2017; Smith et al., 2018). This highlights the relevance of examining how psychopathy impacts leadership outcomes. Moreover, psychopathy encompasses behavioral and emotional traits, including callousness and impulsivity, that are particularly influential in leadership contexts (Babiak & Hare, 2006).

Studies have revealed that leaders with high levels of psychopathy engage in unethical behaviors such as lying, cheating, and manipulation to achieve their goals (Cleckley, 1976; Jones & Paulhus, 2011). In contrast, while Machiavellianism has been associated with leadership emergence, it has not shown a consistent link to leadership effectiveness (Chen et al., 2018; Jonason et al., 2015). Thus, prioritizing research on the impact of psychopathy on leadership effectiveness can deepen our understanding of how dark personality traits influence organizational outcomes.

4. Prevalence of Psychopathy

Studying the prevalence of psychopathic leaders in organizations poses an ethical challenge due to the nature of psychopathic behavior. Nonetheless, recent studies have attempted to shed light on this topic, particularly focusing on executive positions (Boddy, 2015; Jonason, Slomski, et al., 2012). In one study, nearly 260 participants from various industries were surveyed, and approximately 4% of them met the criteria for psychopathy based on the Psychopathy Checklist-Revised (PCL-R) (Furnham et al., 2013). Another study, which surveyed 261 participants from multiple sectors, estimated that around 1% of respondents could be classified as having a psychopathic personality (Reidy et al., 2018). Additionally, a study examining a sample of 372 participants found that individuals with dark personality traits, including psychopathy, were more likely to hold leadership positions within organizations (Boddy et al., 2016).

It is important to note that prevalence rates of psychopathic leaders can vary across studies due to factors such as sample selection, diagnostic criteria, and cultural differences (Boddy, 2018). The challenge of accurately identifying psychopathic individuals and reporting bias further contributes to the difficulty in establishing precise prevalence rates (Furnham et al., 2013). Although the prevalence rates may not be extraordinarily high, it is worth mentioning that the impact of psychopathic traits on leaders and organizations can still be significant, as evidenced by approximately 20% of corporate professionals exhibiting clinically significant levels of psychopathic traits (Jonason et al., 2012). It is crucial to differentiate between psychopathic traits and a clinical diagnosis of psychopathy, as psychopathy is a multifaceted construct encompassing various traits (Boddy et al., 2016). Psychopathy involves manipulativeness, lack of empathy, impulsivity, and a grandiose sense of self-worth (Hare, 2011). To make an accurate diagnosis, a comprehensive assessment by mental health professionals using standardized tools is necessary (American Psychiatric Association, 2013).

Despite the prevalence rates and associated traits linked to psychopathic leaders, it is important to recognize that not all leaders with psychopathic traits engage in criminal or unethical behavior (Boddy et al., 2016). Effective leadership requires a combination of various skills and qualities, and psychopathy alone does not guarantee success or effectiveness as a leader (Ashkanasy, 2016). Therefore, ongoing research and consideration of various factors are necessary to fully understand the impact and implications of psychopathic traits on organizational dynamics (Babiak & Hare, 2006).

5. Defining Characteristics and Influences of Psychopathy

Psychopathy is characterized by a lack of empathy, guilt, and remorse, as well as a disregard for social norms and rules (Hare, 2016; Neumann & Hare, 2019). Individuals with psychopathy exhibit superficial charm, grandiosity, impulsivity, and a tendency for antisocial and criminal behavior (Hare, 2016; Jonason, Zeigler-Hill, & Mercer, 2018). These individuals often display high levels of self-assurance and assertiveness, which can be mistaken for leadership potential in the workplace (Boddy, 2017; Lee & Ashton, 2016). However, research shows that psychopathy is associated with a range of negative workplace outcomes.

Psychopathic individuals are commonly described as manipulative, exploitative, and lacking in empathy, leading to negative behaviors in the workplace (Boddy, 2017; LeBreton et al., 2017). For example, psychopaths

may engage in workplace deviance, such as theft, fraud, and sabotage, to further their own interests or fulfill their personal desires (Coid et al., 2016; Duffy, 2016). Additionally, they may exhibit counterproductive work behaviors, including gossip, absenteeism, and workplace aggression, which can impede organizational performance and diminish job satisfaction (Dienesch & Liden, 2016; O'Connor & Keenan, 2017).

It is important to note that the negative effects of psychopathy on workplace outcomes are not confined to lower-level employees. Research has demonstrated that psychopathic leaders can have detrimental consequences on their subordinates and organizations as a whole (Babiak & Hare, 2006; Jonason, Slomski, & Partyka, 2013). The toxic behaviors and lack of ethical considerations exhibited by psychopathic leaders can create an unhealthy work environment that undermines productivity and employee well-being (Boddy, 2017; Venkataramani et al., 2019)..

6. Conceptual Model

Psychopathy serves as the independent variable in this study, representing the presence and degree of psychopathic traits exhibited by leaders. These traits include manipulativeness, lack of empathy, impulsivity, and grandiosity. Psychopathy is considered the primary factor that influences the effectiveness of leadership. Leadership effectiveness is the dependent variable, measuring how well leaders achieve organizational goals, motivate followers, and maintain positive relationships within the team. This effectiveness can be assessed through various indicators such as follower satisfaction, performance, commitment, and overall organizational outcomes. Emotional intelligence acts as the moderator, representing the ability to perceive, understand, regulate, and utilize emotions effectively in oneself and others. It is hypothesized that emotional intelligence moderates the relationship between psychopathy and leadership effectiveness, influencing how psychopathic traits impact leadership outcomes.
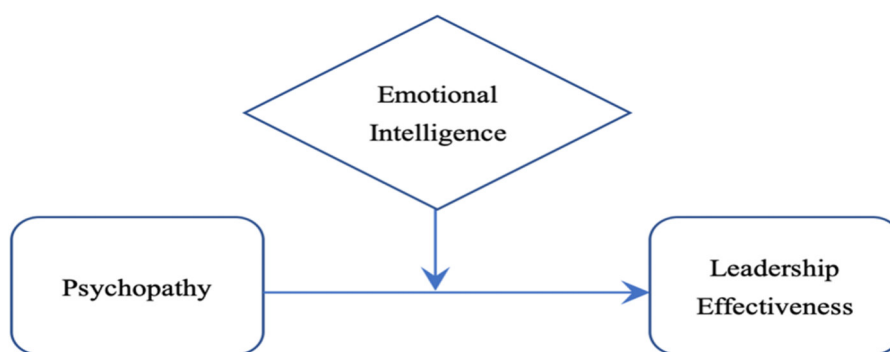

Fig. 1: Conceptual Model

7. Dimensions of Leadership Effectiveness and Psychopathy.

Leadership effectiveness refers to the ability of a leader to achieve goals while maintaining positive relationships with followers, and it is a multidimensional construct that has been studied in various ways (Judge & Piccolo, 2004; Yukl, 2012). Dimensions such as task performance, relationship building, innovation, and strategic thinking have been commonly examined in relation to leadership effectiveness (Avolio & Bass, 2018; Lowe et al., 2017). Effective leadership is crucial for organizational success and has been associated with employee job satisfaction, motivation, and performance (Eisenbeiss et al., 2008; Judge et al., 2004).

The relationship between psychopathy and leadership effectiveness is complex and sometimes contradictory. Some research indicates a positive correlation between psychopathy and leadership effectiveness in certain contexts, particularly in high-risk and turbulent environments (Boddy et al., 2016; Bredemeier & Stevenson, 2014). This may be due to the risk-taking nature often associated with psychopathy, which may be advantageous in certain situations (Kilduff et al., 2010). However, other studies have found a negative correlation between psychopathy and leadership effectiveness. For example, psychopathy has been negatively related to transformational leadership, which emphasizes inspirational leadership and individualized consideration (Oginska-Bulik, 2016; Wong & Hui, 2018).

The contradictory findings regarding the relationship between psychopathy and leadership effectiveness may be due to the complexity of both constructs and the specific contexts in which they are studied (Heffernan & Witt, 2017; Wisse et al., 2013). Different dimensions of leadership effectiveness may have varying importance in different contexts, and psychopathy may disrupt the balance of leadership styles needed for effectiveness (Boddy, 2017; Jonason et al., 2013). Recent research has also focused on the underlying mechanisms of the relationship

between psychopathy and effective leadership. It has been suggested that the negative impact of psychopathy on leadership effectiveness may be mediated by reduced emotional intelligence (EI), which is vital for effective leadership (Miao et al., 2017; Zeigler-Hill & Besser, 2017). Additionally, the positive correlation between psychopathy and leadership emergence may stem from psychopaths' ability to control and dominate others rather than genuine leadership skills (Chatterjee & Hambrick, 2007; Fehr et al., 2010).

The effects of psychopathy on followers and organizational outcomes are also important areas of research. Working with psychopathic managers has been found to be associated with higher levels of job dissatisfaction and burnout among employees (Brotheridge & Lee, 2010; Jonason et al., 2012). Furthermore, psychopathy has been positively related to counterproductive work behaviors, which are actions that harm the organization or its members (Kopelman et al., 2016; Peters et al., 2020). These findings suggest that the effects of psychopathy extend beyond the individual's leadership effectiveness to impact employees and organizational outcomes negatively. The relationship between psychopathy and leadership effectiveness is complex and context-dependent. While some studies indicate a positive correlation, others find a negative association. The contradictory findings may be attributed to the multidimensional nature of leadership effectiveness, the disruption of leadership styles by psychopathy, and the specific contexts in which the relationship is studied. Understanding the underlying mechanisms and the impact of psychopathy on followers and organizational outcomes is crucial for comprehensive research in this field.

8. EI Models, Leadership Effectiveness, and Psychopathy

The field of psychology has extensively investigated emotional intelligence (EI), particularly in relation to organizational behavior and leadership. Various models of EI have been proposed, each offering a unique perspective on its dimensions and competencies. This section will delve into five well-known models of EI and examine their conceptual differences. Mayer and Salovey (1997) propose a model of EI consisting of four interrelated abilities: perception, facilitation, understanding, and regulation of emotions. Goleman (1995), on the other hand, emphasizes the significance of EI in leadership and suggests that it comprises five components: self-awareness, self-regulation, motivation, empathy, and social skills. Both models emphasize the importance of emotional awareness and regulation for personal and professional success.

Bar-On's (1997) model focuses on personal and social competence and posits that EI is composed of five dimensions: intrapersonal, interpersonal, adaptability, stress management, and general mood. Dulewicz and Higgs (2000) propose an EI model specific to leadership, consisting of 18 competencies organized into four categories: self-awareness, self-regulation, social awareness, and social skills. Lastly, the Abilities of the Emotionally Intelligent Leader model (Boyatzis et al., 2000) suggests that EI is composed of four abilities: emotional self-awareness, emotional self-control, empathy, and skilled relationship management.

These models emphasize the necessity for leaders to understand and manage their own emotions, as well as the emotions of their followers. They have also been associated with various dimensions of effective leadership, including transformational leadership, servant leadership, and ethical leadership. Effective leaders with high EI excel in effective communication, building relationships, and motivating employees. They are also adept at conflict management, fostering positive work environments, creating a positive organizational climate, and promoting employee engagement (Gardner & Stough, 2002; Barling et al., 2010). Research has shown a positive relationship between EI and transformational leadership, which involves inspiring and motivating employees to reach their full potential (Carmeli et al., 2010). Individuals with high EI possess self-awareness, self-regulation, motivation, empathy, and social skills, whereas psychopathic leadership traits, characterized by manipulativeness, lack of empathy, impulsiveness, and irresponsibility, are associated with low levels of EI (Hare, 1991).

Studies have indicated that psychopathic leaders are deficient in the various components of EI, explaining their lower levels of empathy and self-regulation. This deficiency often leads to offensive and abusive behavior towards colleagues and subordinates, as these leaders tend to exploit and manipulate others instead of building positive relationships. Additionally, research has shown that EI has a moderating role in the relationship between psychopathy and leadership effectiveness. Specifically, psychopathy is negatively correlated with leadership effectiveness, and this relationship is particularly strong among leaders with low EI (Grandey et al., 2019). This suggests that psychopathy may reduce EI, thereby undermining leadership effectiveness, while leaders with high EI may be better equipped to mitigate the negative impacts of psychopathy and become effective leaders. EI plays a crucial moderating role in the relationship between psychopathy and leadership effectiveness. Higher levels of EI can counteract the negative effects of psychopathy, whereas low levels of EI may exacerbate these effects. Furthermore, EI may also act as a mediating factor by reducing the negative impact of psychopathy on leadership effectiveness (Barling et al., 2010).

9. Potential Mechanisms Underlying the Role of EI

There are various potential mechanisms that contribute to the role of emotional intelligence (EI) in the relationship between psychopathy and leadership effectiveness. When leaders develop their EI skills, they may possess better

abilities to counteract the negative effects of psychopathy in the workplace. One mechanism involves the impact of EI on communication. Leaders with high EI demonstrate the capability to communicate effectively with their employees, thereby mitigating the adverse effects of psychopathy on their leadership effectiveness (Caruso et al., 2019). Research has established a positive correlation between EI and communication effectiveness (Kafetsios & Loumakou, 2019).

Leaders with high levels of EI may have an enhanced capacity to make decisions that consider their employees' needs and viewpoints. This ability can help alleviate the negative impact of psychopathy on leadership effectiveness (Peña-Sarrionandia et al., 2019). Studies have confirmed a positive association between EI and decision-making effectiveness (Lyons et al., 2021). Conflict resolution is another potential mechanism influenced by EI. Leaders with high EI possess improved skills for managing workplace conflicts, thereby reducing the detrimental effects of psychopathy on leadership effectiveness (Caruso et al., 2019). Research has demonstrated a positive relationship between EI and conflict resolution effectiveness (Kafetsios & Loumakou, 2019).

EI may also impact the relationship between psychopathy and leadership effectiveness by enhancing a leader's emotional regulation abilities. Leaders with high EI display better regulation of negative emotions, which assists in mitigating the negative effects of psychopathy on leadership effectiveness (Kafetsios & Loumakou, 2019). Numerous studies have established a positive correlation between EI and emotional regulation (Peña-Sarrionandia et al., 2019). Another potential mechanism is the impact of EI on social awareness. Leaders with high EI possess a deeper understanding of their employees' emotions and perspectives, which can help mitigate the negative effects of psychopathy on leadership effectiveness (Lyons et al., 2021). Research has indicated a positive association between EI and social awareness (Caruso et al., 2019).

EI may also impact leadership effectiveness by enhancing a leader's ability to motivate and inspire their employees. Leaders with high EI are more capable of fostering inspiration and creating a positive work environment, counteracting the negative effects of psychopathy (Peña-Sarrionandia et al., 2019). Research has revealed a positive relationship between EI and leadership effectiveness (Kafetsios & Loumakou, 2019). Together, these potential mechanisms highlight the multifaceted role of EI in moderating the relationship between psychopathy and leadership effectiveness, encompassing communication, decision-making, conflict resolution, emotional regulation, social awareness, and motivational abilities.

10. Discussion of Findings

The paper explored how psychopathy and leadership effectiveness are related, and how EI influences this relationship. Characterized by low empathy, high manipulativeness, self-aggrandizement, and impulsivity, psychopathy is associated with negative behaviors such as unproductive and unethical behavior and poor performance at work, according to the literature. However, some research suggests that psychopathy can have a positive impact on leadership effectiveness in certain situations. Dark personality traits such as psychopathy, Machiavellianism, narcissism, and sadism have been studied for their association with malicious antisocial behavior. Among these traits, psychopaths have the strongest negative association with leadership effectiveness. Psychopathy is a combination of behavioral and emotional aspects related to leadership. Psychopathic leaders tend to act unethically and use manipulative strategies to achieve their goals. This highlights the need to understand how psychopathy affects leadership outcomes.

Several theoretical frameworks attempt to explain the complex interaction between psychopathy and leadership effectiveness. Psychopathic leaders may appear competent in the short term, but their toxic behavior can undermine their long-term success. EI, or the ability to recognize, understand, and regulate one's own and others' emotions, can help reduce the negative effects of psychopathic leadership behaviors. A leader with high EI can increase job satisfaction, motivation, and productivity and build collaborative relationships that encourage positive behavior in subordinates. Psychopathy is defined by a lack of empathy, feelings of guilt and remorse, and disregard for social norms and rules. Psychopaths often display superficial charm, grandiosity, impulsiveness, and a tendency toward antisocial and criminal behavior. Although some psychopathic traits can be confused with leadership potential, research consistently shows that psychopathy is associated with negative outcomes at work. Psychopaths are often manipulative, exploitative, and non-empathetic, which can lead to harmful behavior at the workplace. These behaviors include not only workplace deviance such as theft, fraud and sabotage but also counterproductive behaviors such as gossiping, absenteeism, and aggression. A psychopathic leader's influence is not limited to his subordinates. It can also affect other employees and the organization as a whole.

As already mentioned, the paper suggests that EI moderates the relationship between psychopathy and leadership effectiveness. EI can reduce or, if low, increase the negative effects of psychopathy on leadership effectiveness. A high EI enables leaders to interact effectively with followers, resolve conflicts, and make informed decisions. Mechanisms underlying this moderating role of EI in the relationship between psychopathy and leadership effectiveness include its influence on communication, decision-making, and conflict resolution. The literature shows that leadership effectiveness is a multidimensional construct that includes aspects such as task accomplishment, relationship building, innovation, and strategic thinking. The relationship between psychopathy

and leadership effectiveness is complex and sometimes contradictory. Some studies show a positive relationship, while others show negative relationship.

Some studies have shown that psychopathy is positively correlated with leadership effectiveness in certain situations. Because psychopathic traits are associated with risk-taking behavior, they may be beneficial in high-risk and disrupted environments. However, other studies have shown a negative association, especially with respect to transformative leadership. The conflicting results can be attributed to the complexity of both constructs and the specific circumstances in which leadership effectiveness is measured. Different aspects of leadership effectiveness can become more important depending on the situation. Psychopaths can throw off the balance between different leadership styles. EI models emphasize the importance of emotion recognition and regulation for effective leadership. Leaders with high EI possess confidence, self-regulation, motivation, empathy, and the interpersonal skills essential to building positive relationships and motivating employees. In contrast, psychopathic leadership traits characterized by manipulativeness, lack of empathy, impulsivity, and irresponsibility are associated with lower EI scores. A psychopathic leader may use EI as a tool for manipulation and exploitation rather than fostering positive relationships.

The review has shown that EI moderates the relationship between psychopathy and leadership effectiveness. Leaders with low EI have a stronger negative correlation between psychopathy and leadership effectiveness. This suggests that low EI moderates the negative effects of psychopathy on leadership effectiveness. On the other hand, leaders with high EI can reduce the negative effects of psychopathy and become more effective leaders. EI influences communication, decision-making, conflict resolution, emotional regulation, social perception, and employee motivation, all of which contribute to leadership effectiveness. The possible mechanisms underlying the role of EI in the relationship between psychopathy and leadership effectiveness include effective communication, decision-making that considers employee perspectives, conflict resolution, emotional regulation, social awareness, and employee motivation. Leaders with high EI possess these skills and can reduce the negative effects of psychopathy by effectively managing these areas. By understanding and managing their own and their subordinates' emotions, leaders with high EI can create a positive work environment and build productive relationships.

11. Implications for Managerial Practice: Mitigation Strategies.

To mitigate the detrimental effects of psychopathy on leadership performance, it is crucial to adopt a comprehensive approach that considers both individual leaders and the entire organization. Here are several strategies that can be implemented in managerial practice:

- Hiring and Screening Processes: Implement rigorous hiring processes that go beyond technical skills and assess personality traits, including indicators of psychopathy. Utilize reliable psychopathy assessment tools in the hiring process to identify individuals with high levels of psychopathy (Boduszek et al., 2016). Additionally, incorporate assessments of emotional intelligence and other pertinent leadership qualities to ensure a more comprehensive evaluation of leadership potential (Côté et al., 2014).
- Leadership Training Programs: Provide leadership training programs that aim to enhance emotional intelligence skills such as self-awareness, empathy, and relationship management (Meng & Guo, 2020). Offer training and coaching to facilitate the development of ethical decision-making skills and ethical behavior in leadership interactions (Brown et al., 2015). Encourage self-reflection and self-regulation to help psychopathic leaders identify and control their disruptive tendencies (Graziano et al., 2020).
- Creating a Culture of Open Communication and Feedback: Foster a culture that supports open communication, feedback, and upward communication channels within the organization (Eisenbeiss et al., 2020). Establish platforms for employees to voice concerns about unethical behavior or abusive leadership while ensuring their confidentiality and protection from retaliation (Kraimer et al., 2021). Implement regular feedback mechanisms to measure leadership effectiveness and hold leaders accountable for their behaviors (Walumbwa et al., 2014).
- Developing Ethical Codes and Standards: Develop and communicate clear ethical codes and standards of behavior that explicitly address values such as honesty, empathy, respect, and integrity (Lemoine et al., 2019). Ensure leaders are aware of and committed to adhering to these ethical standards through training, reinforcement, and modeling (Basit et al., 2018).
- Team Building and Collaboration: Support team building activities and create a collaborative environment that emphasizes the importance of teamwork, mutual respect, and cooperation (Montoya et al., 2020). Promote shared decision-making processes to minimize manipulative tactics and enhance inclusivity, considering diverse perspectives (Rubery et al., 2020).
- Frequent Performance Assessments: Conduct regular performance evaluations that encompass both task-oriented and people-oriented aspects of leadership (Leroy et al., 2015). Include assessments of ethical conduct, interpersonal skills, and the impact of leadership behaviors on employees' well-being and satisfaction (Saher et al., 2020).

- Organizational Support and Oversight: Establish mechanisms for monitoring and addressing concerns related to psychopathic leaders, such as confidential reporting channels or dedicated ethics committees (Padilla et al., 2019). Provide support to employees who have experienced negative consequences from psychopathic leaders through counseling, mentoring, or employee assistance programs (Brunner et al., 2019).

It is essential to implement these strategies in accordance with legal and ethical guidelines. Additionally, the effectiveness of these approaches may vary depending on the specific organizational context and the severity of psychopathic traits exhibited by leaders. Therefore, an ongoing and multidimensional approach is crucial for successfully mitigating the harmful impact of psychopathy on leadership performance.

12. Conclusion

Psychopathy is characterized by a lack of empathy, guilt, and remorse, along with disrespect for social standards. Leadership effectiveness refers to a leader's ability to achieve goals while maintaining positive relationships with followers. Psychopathic traits may be helpful in some leadership roles, according to some research. But others warn of their potential negative consequences. It is frequently linked to negative behaviors at the workplace, such as workplace nonconformity, counterproductive work practices, and low job satisfaction. But the relationship between psychopathy and leadership effectiveness is complex and subject to a variety of influences. One of such influences is EI – the ability to perceive, understand, and manage emotions effectively.

By helping leaders understand and manage their own emotions as well as those of others, EI has been seen to lessen the negative impacts of psychopathy on leadership effectiveness. Leaders with high EI are less likely to act in an unethical or abusive manner and are better able to communicate with, inspire, and encourage their followers or subordinates. The paper has discussed recent studies examining the moderating role of EI in the psychopathy-leadership effectiveness relationship. Individuals high in psychopathy but also possessing high EI may exhibit more effective leadership behaviors. EI helps psychopathic individuals better navigate through social interactions, understand the impact of their behavior on others, and adjust their leadership style accordingly. The findings suggest that EI can mitigate some of the negative effects of psychopathy on leadership effectiveness.

The effects of EI on communication, decision-making, conflict resolution, emotional regulation, social awareness, and motivation are some additional possible processes behind the moderating function of EI between psychopathy and leadership effectiveness. Therefore, businesses should place a high priority on helping leaders develop their EI while simultaneously carefully checking for psychopathic traits. A comprehensive evaluation of a candidate's personality and leadership style can aid in avoiding the hiring of people who may be more inclined to act harmfully or unethically. By developing EI in leaders and carefully screening for psychopathic traits, organizations can promote ethical, effective, and sustainable leadership that benefits individuals, organizations, and the broader society.

Further research is needed to fully understand the mechanisms and boundary conditions of the relationships between the variables of the study. More research is needed to explore the specific components of EI that most effectively moderate the relationship between psychopathy and leadership effectiveness. Studying the specific contexts in which this relationship is strongest may help organizations effectively manage the potential negative effects of psychopathy at the workplace. It may be useful to explore the role of EI in the relationship between other personality traits and leadership effectiveness, such as narcissism, Machiavellianism, or sadism. Future research can also explore the effectiveness of various interventions to improve EI in psychopathic individuals.

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