

The Dark Side of Leadership: Exploring the Influence of Leaders' Psychoticism Trait on Employee Emotional Well-Being Through Emotional Intelligence

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Abstract

This conceptual paper examines the influence of psychoticism personality traits among organizational leaders on employee emotional well-being, emphasizing emotional management as a key component of emotional intelligence. Drawing on Hans Eysenck's PEN model, the study explores how traits such as aggression, egocentrism, and lack of empathy in leadership can undermine employee self-esteem and psychological safety. Psychoticism is also linked to dark leadership traits including narcissism, machiavellianism, and psychopathy, which contribute to toxic leadership styles. The paper integrates Mayer and Salovey's Four Branch Model of Emotional Intelligence to demonstrate how emotional regulation and empathy serve as protective factors against the adverse effects of dark personality traits. A synthesis of recent literature and empirical findings confirms the relationship between emotional intelligence, transformational leadership effectiveness, and organizational commitment. Practical implications include personality screening in leadership selection, emotional intelligence training, and the development of psychologically safe workplace cultures. In conclusion, emotionally intelligent leadership can counterbalance the effects of psychoticism and enhance employee motivation, emotional resilience, and organizational harmony.

1. Introduction

Human capital is the most vital asset in any organization, surpassing other resources such as equipment, materials, or procedures. As individuals, human capital drives organizational success and determines the achievement of its vision and mission. This is shaped by diverse attitudes and behaviors rooted in cognitive (mind), affective (emotion), and psychomotor (action) domains. Effective human capital management must integrate emotional and spiritual dimensions, reflecting noble values and positive personality traits. This raises the question of whether managers or leaders possess the dynamic personality traits necessary to serve as role models in strengthening human capital.

In today's organizational landscape, the psychological well-being of employees is increasingly recognized as a critical factor in sustaining productivity and engagement. This concept paper focuses on the influence of psychoticism traits in leadership on employee self-esteem, particularly through the lens of emotional management. The scope of the study encompasses the theoretical foundations of Hans Eysenck's PEN model, the

integration of Mayer and Salovey's emotional intelligence framework, and the intersection between dark leadership traits and employee psychological safety.

Recent organizational challenges have highlighted the prevalence of toxic leadership behaviors, such as aggression, egocentrism, and lack of empathy. These traits are closely aligned with the Dark Triad: narcissism, Machiavellianism, and psychopathy, which have been shown to undermine employee morale and psychological safety (Bueno-de la Fuente et al., 2025; Nilsson & Kazemi, 2023). Understanding how emotional intelligence can serve as a protective mechanism against these traits is essential for promoting ethical and emotionally resilient leadership.

Current organizational challenges reveal biases in leadership attitudes, often leading to prolonged conflicts between leaders and employees, which threaten shared goals. Therefore, this concept paper explores the dimensions of psychoticism personality traits in leaders and their impact on employee self-esteem, viewed through the lens of emotional management. Leaders with stable and emotionally intelligent personalities can significantly influence employee self-esteem and foster a positive work climate grounded in ethical values and best practices.

2. Purpose of Study

The purpose of this concept paper is twofold. First, it seeks to explore how psychoticism traits in leadership affect employee self-esteem within organizational settings. Second, it aims to analyze the role of emotional management as a protective mechanism that mitigates the negative impact of psychoticism traits on employee well-being. This concept paper also aims to synthesize key theoretical elements and highlight the psychological mechanisms that connect leadership personality traits with employee well-being.

3. Conceptual of Self-Esteem

Self-esteem refers to an individual's sense of self-worth, encompassing feelings of being loved, respected, and valued by others. It is closely linked to self-concept, which develops from childhood and influences adult behavior and emotional stability. Theoretical models of self-esteem include affective, cognitive, and sociological perspectives, each explaining how individuals perceive and evaluate themselves. Abraham Maslow placed self-esteem at the fourth level of his hierarchy of needs, emphasizing its importance in human motivation. Low self-esteem among employees is often associated with poor leadership practices, including lack of recognition and emotional support (Kenneth, 2010). Recent studies also show that emotionally intelligent leadership can enhance employee self-esteem and engagement (Rodrigues et al., 2024).

Self-esteem is a multidimensional construct that reflects an individual's overall evaluation of their worth and competence. Contemporary research emphasizes that self-esteem is not only shaped by early developmental experiences but also by ongoing interpersonal interactions in the workplace. In organizational contexts, emotionally intelligent leadership has been shown to enhance employee self-esteem by fostering recognition, empathy, and psychological safety (Rodrigues et al., 2024). Moreover, self-esteem is closely linked to affective commitment and job satisfaction, particularly when leaders demonstrate emotional awareness and supportive communication (Pulido-Martos et al., 2024).

4. Conceptual of Personality

Personality encompasses the unique psychological traits and behavioral patterns that distinguish individuals. It includes temperament, intelligence, emotions, attitudes, interests, beliefs, and values. According to Mahmood (1992), personality traits such as thinking styles, emotional responses, and interpersonal perceptions shape individual behavior. Allport (1937) identified over 17,000 personality traits, while Ishak (2004) highlighted traits like locus of control, achievement motivation, and Machiavellianism as influential in workplace behavior. From an Islamic perspective, personality is closely tied to moral character, which is divided into praiseworthy and blameworthy traits (Shahabuddin & Rohizani, 2002). Personality traits play a pivotal role in shaping leadership behavior and employee outcomes. Hans Eysenck's PEN model identifies three core dimensions: Psychoticism, Extraversion, and Neuroticism, each comprising nine traits. Psychoticism, in particular, includes traits such as aggression, egocentrism, impulsiveness, and emotional detachment, which are often associated with toxic leadership styles. These traits overlap with the Dark Triad, contributing to reduced psychological safety and increased employee turnover (Bueno-de la Fuente et al., 2025).

4.1 Dimension of Psychoticism Personality According to the Theory of Hans Jurgen Eysenck

Psychoticism is one of the core personality dimensions identified by Hans Jurgen Eysenck in his PEN model, which includes Psychoticism, Extraversion, and Neuroticism. Eysenck, a prominent figure in 20th-century personality psychology, proposed that personality traits are rooted in both genetic predispositions and environmental influences. He believed that personality represents the overall pattern of actual and potential behavior shaped by heredity and experience. Eysenck emphasized that individuals with high levels of psychoticism are not necessarily psychotic in the clinical sense. Instead, they tend to exhibit certain behavioral tendencies commonly associated with psychotic disorders, such as aggression, egocentrism, impulsivity, lack of empathy, and antisocial behavior. These traits are part of a broader spectrum of personality characteristics that may predispose individuals to interpersonal difficulties, especially in leadership roles. According to Eysenck's model, each of the three dimensions comprises nine traits, resulting in a total of 27 distinct personality traits.

Table 1 *Dimensions and traits in Eysenck's PEN personality model*

Dimension	Traits
Psychoticism	Aggressive, Cold, Impersonal, Antisocial, Egocentric
Extraversion	Sociable, Lively, Active, Assertive, Sensation-seeking
Neuroticism	Anxious, Moody, Irritable, Insecure, Emotional

Psychoticism includes traits such as being aggressive, cold, impersonal, impulsive, antisocial, and emotionally detached. Eysenck estimated that approximately 75 percent of personality is inherited, while the remaining 25 percent is shaped by environmental factors. In the context of leadership, the presence of psychoticism traits can significantly affect employee well-being and organizational climate. Recent research has shown that psychoticism overlaps with the dark triad traits, which include narcissism, machiavellianism, and psychopathy. These traits have been linked to toxic leadership behaviors, reduced psychological safety, and lower employee engagement (Beuno et al., 2025; Nilsson & Kazemi, 2023; Zeytun & Altan-Atalay, 2023). Recognizing and managing these traits is essential for promoting emotionally intelligent leadership. Emotional intelligence, particularly the ability to regulate emotions and demonstrate empathy, serves as a protective factor that can mitigate the negative effects of psychoticism in organizational settings.

5. Emotional Management

Emotional management is a core component of emotional intelligence (EI), positioned as the final stage in the Four Branch Model developed by Mayer and Salovey (1990). This stage refers to an individual's ability to regulate and manage both their own emotions and the emotions of others. Effective emotional management involves monitoring, differentiating, and accurately labeling emotional experiences. Some individuals are naturally more adept at helping others navigate emotional challenges. For example, emotionally intelligent individuals often know how to communicate effectively, motivate colleagues, and offer meaningful support. The ability to manage emotions is essential for ensuring that decisions and actions are guided by both emotional awareness and logical reasoning. These processes collectively contribute to emotional intelligence and are critical for effective leadership and interpersonal relationships in the workplace.

Recent studies have emphasized that emotional regulation is a key predictor of transformational leadership and employee engagement. Leaders who manage emotions effectively are more likely to foster psychological safety, resolve conflicts constructively, and motivate their teams (Schreyer et al., 2023; Halliwell et al., 2022). These findings reinforce the importance of emotional management as a strategic leadership competency. Fig. 1 illustrates the four core branches of emotional intelligence as proposed by Mayer and Salovey:

- **Perceiving Emotions:** the ability to identify emotions in oneself and others through facial expressions, tone of voice, and behavior.
- **Using Emotions to Facilitate Thought:** the capacity to harness emotions to support cognitive processes such as problem-solving and creativity.
- **Understanding Emotions:** the skill to comprehend emotional causes, transitions, and the relationships between complex emotional states.
- **Managing Emotions:** the ability to regulate and adapt emotional responses in oneself and others to promote well-being and social harmony.

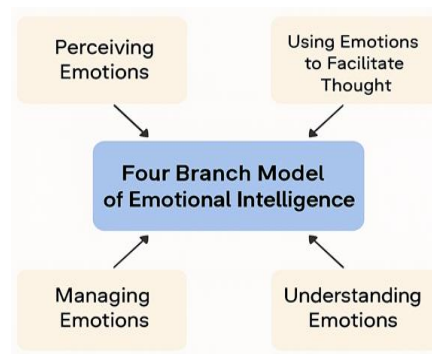


Fig. 1 *Four branch model of emotional intelligence*

6. Impact of Psychoticism Personality Trait on Employee Self-Esteem

This section explores specific traits associated with psychoticism in leaders and their impact on employee self-esteem within organizational settings.

6.1 The Impact of Aggressive Personality

An aggressive personality is one of the defining traits of psychoticism. Leaders who exhibit aggressive behaviors often create hostile work environments. Baron and Newman (1996) proposed a three-factor model of workplace aggression, which includes emotional hostility, aggressive policies, and overt aggression. Similarly, Ryan and Oestreich (1991) identified behaviors such as verbal abuse, public humiliation, ignoring employees, discrediting contributions, and physical threats. Studies have shown that aggressive leaders frequently engage in both verbal and non-verbal forms of aggression. These behaviors lead to employee frustration, diminished self-esteem, and reduced motivation. Bruce and Adam (2007), in their book *30 Reasons Employees Hate Their Managers*, analyzed data from over 50,000 employees across 65 organizations. Their findings revealed that 46 percent of employees felt disrespected by management, highlighting the widespread impact of aggressive leadership on employee morale.

6.2 The Impact of Egocentric Personality

Egocentric leaders tend to prioritize their own perspectives and interests, often disregarding the emotional and professional needs of their employees. This self-centred approach can lead to a breakdown in communication and trust, ultimately disrupting workplace harmony. Leaders who fail to listen to employee concerns or include them in decision-making processes contribute to a decline in employee focus and engagement. Bruce and Adam (2007) reported that 52 percent of employees felt free to express their opinions, while 66 percent believed management was uninterested in their feedback. Furthermore, 67 percent stated that management ignored staff suggestions. These statistics reflect the negative consequences of egocentric leadership on employee self-esteem and organizational culture.

6.3 The Impact of Empathy Personality

A lack of empathy in leadership can severely affect employee self-esteem and emotional well-being. Abd. Ghani (2008) emphasized that leaders who fail to understand and respond to the emotions of their employees contribute to a loss of self-respect and confidence among staff. Empathy begins with the ability to recognize and reflect on emotional experiences. Leaders must be willing to place themselves in others' positions to understand their emotional states. This involves interpreting emotional cues, understanding emotional transitions, and anticipating future emotional responses. Empathetic leaders can navigate complex emotional dynamics and fostering meaningful communication. Their ability to understand and respond to emotional fluctuations helps build trust and psychological safety in the workplace.

7. Linking Psychoticism Trait to the Dark Triad in Leadership

While Hans Eysenck's PEN model provides a foundational understanding of personality traits, particularly psychoticism, recent developments in personality psychology have expanded this framework through the concept of the dark triad. Psychoticism, as defined by Eysenck, includes traits such as aggression, egocentrism, impulsiveness, and lack of empathy. These traits closely align with the three components of the dark triad: narcissism, machiavellianism, and psychopathy. Recent studies have indicated that psychoticism may act as a foundational trait that gives rise to darker personality characteristics, particularly within leadership settings.

(Tokunbo & Borisade, 2025). Leaders who display traits such as narcissism, machiavellianism, and psychopathy often behave in manipulative ways, show emotional coldness, and lack genuine concern for others. These behaviors reflect the core nature of psychoticism and have been associated with toxic leadership styles that harm employee emotional well-being, weaken psychological safety, and increase the likelihood of staff turnover (Bueno et al., 2025).

For instance, narcissistic leaders tend to focus excessively on their self-image at the expense of team unity, Machiavellian leaders manipulate relationships for personal advantage, and psychopathic leaders create emotionally hostile work environments. By incorporating the Dark Triad framework into the discussion of psychoticism, researchers and practitioners gain deeper insight into how maladaptive traits manifest in organizational life. This approach enriches the analysis of leadership behavior by connecting classical personality theory with contemporary organizational psychology. It also highlights the critical role of emotional intelligence in counteracting these traits, offering meaningful strategies for leadership development that emphasize empathy, ethical behavior, and emotional regulation. The relationship between psychoticism traits and employee emotional well-being has gained increasing attention in recent literature. Leaders exhibiting high levels of psychoticism often demonstrate behaviors that align with the Dark Triad, including narcissism, Machiavellianism, and psychopathy. These traits contribute to toxic leadership styles that erode psychological safety and reduce employee engagement (Bueno-de la Fuente et al., 2025; Tokunbo & Borisade, 2025). Recent studies emphasize the need for emotional intelligence as a counterbalance, highlighting its role in mitigating the adverse effects of psychoticism through empathy, emotional regulation, and ethical leadership practices (Schreyer et al., 2023; Pulido-Martos et al., 2024).

8. Emotional Intelligence in Leadership: Reducing the Impact of Psychoticism Trait

Emotional intelligence plays a vital role in minimizing the negative impact of psychoticism traits in leadership, particularly those involving aggression, egocentrism, and lack of empathy. Leaders with high emotional intelligence are better able to manage their emotions, show genuine empathy, and foster healthy interpersonal relationships, even when they possess tendencies toward darker personality traits (Halliwell et al., 2022). This ability to regulate emotions helps reduce the harmful effects of psychoticism on employee morale, psychological safety, and team cohesion (Schreyer et al., 2023). Recent studies have also confirmed that Trait Emotional Intelligence is a strong predictor of transformational leadership effectiveness, even when leaders exhibit traits such as narcissism, Machiavellianism, or psychopathy. Emotionally intelligent leaders are more likely to inspire, motivate, and support their teams in meaningful ways.

Moreover, the multilevel framework of emotional intelligence offers a broader perspective on how emotional competencies operate not only at the individual level but also within teams and across organizational structures, contributing to a more resilient and empathetic leadership culture. A 2024 study using time-lagged data found that workgroup emotional intelligence mediates the relationship between transformational leadership and affective organizational commitment, suggesting that emotionally intelligent teams foster stronger loyalty and engagement among employees (Pulido et al., 2024). These findings highlight the importance of cultivating emotional intelligence at both individual and group levels. This development promotes ethical, empathetic, and effective leadership, particularly in environments where psychoticism traits are present.

The key findings of this concept paper reveal that psychoticism traits in leadership, particularly aggression, egocentrism, and lack of empathy, have a detrimental impact on employee self-esteem and emotional well-being. However, emotional intelligence, especially emotional management, serves as a protective mechanism that enhances psychological safety and promotes transformational leadership. These findings are consistent with recent empirical studies that link emotional intelligence to improved leadership effectiveness and organizational commitment (Rodrigues et al., 2024; Korakis & Poulaki, 2025). Table 2 presents a synthesis of recent empirical studies that examine the relationship between psychoticism traits in leadership, emotional intelligence, and their impact on employee well-being and organizational effectiveness.

Table 2 Summary of key empirical studies on psychoticism traits, emotional intelligence, and leadership outcomes

Author(s)	Focus of Study	Key Findings	Implications
Bueno-de la Fuente et al. (2025)	Dark Triad traits in leadership	Psychoticism linked to toxic leadership and reduced psychological safety	Need for personality screening in leadership
Rodrigues et al. (2024)	EI and leadership effectiveness	EI enhances employee satisfaction and engagement	EI training improves workplace climate
Schreyer et al. (2023)	EI vs. Dark Traits	Trait EI predicts transformational leadership beyond dark traits	EI mitigates toxic tendencies
Pulido-Martos et al. (2024)	Multilevel EI and commitment	Workgroup EI mediates leadership and affective commitment	Promote EI at team level
Korakis & Poulaki (2025)	EI and transformational leadership	EI strongly correlates with leadership effectiveness	EI is essential for ethical leadership

9. Empirical Support

Recent empirical studies have confirmed that dark triad traits, including narcissism, machiavellianism, and psychoticism, have a detrimental impact on employee well-being and organizational outcomes. A 2025 systematic review found that leaders exhibiting these traits significantly increase employee turnover, foster abusive supervision, and erode psychological safety (Bueno et al., 2025). These leaders often prioritize personal gain over team cohesion, manipulate relationships, and create emotionally detached environments.

Table 3 Systematic literature analysis of leadership traits and emotional intelligence

Author(s) & Year	Focus	Methodology	Key Findings
Bueno-de la Fuente et al., 2025	Dark Triad in leadership	Systematic Review	Psychoticism linked to toxic leadership and low psychological safety
Rodrigues et al., 2024	EI and employee satisfaction	Quantitative Survey	EI improves employee engagement and satisfaction
Schreyer et al., 2023	EI vs. Dark Traits	Trait analysis	EI predicts transformational leadership beyond dark traits
Pulido-Martos et al., 2024	Multilevel EI and commitment	Time-lagged multilevel study	Workgroup EI mediates leadership and organizational commitment
Korakis & Poulaki, 2025	EI and leadership	Systematic Literature Review	EI strongly correlates with ethical and effective leadership
Nilsson & Kazemi, 2023	Bright vs. Dark Triad	Comparative theoretical model	Bright traits promote mindful leadership, contrasting dark traits
Tokunbo & Borisade, 2025	Dark Triad impacts	Systematic Review	Dark traits increase turnover and abusive supervision
Halliwell et al., 2022	EI and leadership behavior	Coaching intervention study	EI enhances leadership self-efficacy and task orientation

Table 3 summarizes selected studies included in the systematic literature review, highlighting their focus, methodology, and key findings related to leadership personality traits and emotional intelligence. Emotional intelligence has been shown to positively correlate with transformational leadership and employee performance. A 2025 systematic literature review confirmed that leaders with high emotional intelligence are more likely to influence employee efficiency and motivation through empathy and cognitive skills (Korakis & Poulaki, 2025). Another multilevel study demonstrated that workgroup emotional intelligence mediates the relationship between transformational leadership and affective organizational commitment, highlighting the collective benefits of emotionally intelligent leadership (Pulido et al., 2024).

Schreyer et al. (2023) found that trait emotional intelligence significantly predicts transformational leadership effectiveness, even when controlling for dark personality traits. This suggests that emotionally intelligent leaders are better equipped to inspire, motivate, and support their teams, thereby counteracting the toxic tendencies associated with psychoticism. Pulido-Martos et al. (2024) further demonstrated that emotional

intelligence operates not only at the individual level but also across teams. Their multilevel study revealed that workgroup emotional intelligence mediates the relationship between transformational leadership and affective organizational commitment. This finding highlights the collective benefits of emotionally intelligent leadership and underscores the importance of cultivating emotional intelligence within organizational cultures.

Additionally, Rodrigues et al. (2024) confirmed that perceived leadership effectiveness is strongly influenced by emotional intelligence, which in turn enhances employee satisfaction and engagement. These studies collectively reinforce the argument that emotional intelligence serves as a protective mechanism against the negative impacts of psychoticism traits in leadership.

10. Current Challenges and Outlooks

Challenges related to leadership and employee relationships have persisted over time and continue to evolve in modern organizational settings. These issues are far from trivial or isolated; rather, they reflect systemic patterns that warrant serious attention and further research. Emotional, mental, and behavioral dynamics between leaders and employees are increasingly recognized as critical factors influencing organizational health. One common challenge is the discrepancy between how leaders perceive their employees and how employees perceive their leaders. These contrasting views often lead to misunderstandings, misaligned expectations, and workplace tension. Such dynamics highlight the need for organizations to invest in leadership development programs that emphasize emotional intelligence, empathy, and ethical behavior. Workplace bullying remains a serious concern. A study by Bullybusters.org in Canada reported that 41 percent of employees who experienced abusive leadership suffered from clinical depression. Victims of workplace bullying also reported physical symptoms such as sleep disorders, ulcers, high blood pressure, reduced creativity, and in some cases, post-traumatic stress disorder (Kenneth, 2010).

Kenneth (2010) further explained that after two decades of research involving 60,000 interviews, the Saratoga Institute found that 80 percent of employees attributed their dissatisfaction to poor relationships with their leaders. Similarly, a review by the Gallup Organization involving one million workers revealed that one of the primary reasons employees leave their jobs is due to negative experiences with their immediate supervisors. Given these findings, it is imperative for leaders to continuously reflect on and improve their personality traits and leadership styles. Organizations should encourage leaders to cultivate emotional intelligence, foster psychological safety, and engage in open communication (Lee et al., 2022). These efforts are essential for building trust, enhancing employee well-being, and promoting a healthy and productive work environment.

In Malaysia, leadership challenges within organizations have increasingly mirrored global patterns of emotional detachment and toxic behaviors. A study by Abd. Ghani et al. (2008) revealed that ineffective leadership practices among school principals led to emotional distress and reduced morale among teachers. Similarly, a national survey conducted by TalentCorp Malaysia in 2022 found that 68% of employees cited poor leadership and lack of emotional support as key reasons for disengagement and job dissatisfaction.

Moreover, workplace bullying remains a pressing issue. The Malaysian Ministry of Human Resources reported in 2023 that over 40% of workplace complaints involved emotional harassment or verbal abuse by supervisors. These findings align with global data, such as those from Bullybusters.org in Canada, which showed that 41% of employees under abusive leadership suffered from clinical depression (Kenneth, 2010). These challenges underscore the urgent need for emotionally intelligent leadership in Malaysian organizations. Leaders must be equipped not only with technical skills but also with emotional awareness and ethical sensitivity to foster psychological safety and trust.

11. Practical Implications

To manage the risks associated with psychoticism and dark personality traits in leadership, organizations must adopt proactive and well-structured strategies. One effective approach is leadership screening through psychometric assessments during recruitment. This allows organizations to identify individuals who may possess high-risk traits such as psychoticism, narcissism, or Machiavellianism, helping to prevent disruptions in team dynamics and safeguarding employee well-being. Equally important is the implementation of emotional intelligence training programs for both current and emerging leaders (Schreyer et al., 2023). These programs aim to strengthen essential skills such as empathy, emotional regulation, and interpersonal effectiveness, which are critical for navigating emotionally complex work environments and fostering healthy relationships.

Organizations should also cultivate a culture that values open feedback. Creating psychologically safe spaces where employees feel confident to voice concerns, share ideas, and engage in honest dialogue without fear of retaliation is vital. This approach builds trust between leaders and staff, promotes transparency, and encourages continuous improvement. Collectively, these initiatives help protect emotional well-being, reduce toxic leadership behaviors, and support long-term ethical leadership and organizational sustainability. To address the risks associated with psychoticism traits in leadership, Malaysian organizations should implement structured interventions. First, psychometric screening during recruitment can help identify candidates with high-risk

personality traits, such as narcissism or impulsivity. Tools like the Big Five Inventory or the Dark Triad Scale can be adapted for local use.

Second, emotional intelligence competencies should be implemented more comprehensively in leadership training programs within government departments and agencies. These programs should include components such as empathy, emotional regulation, and conflict resolution that are relevant to the context of public organizations. A study by Supramaniam and Singaravelloo (2021) demonstrated that emotional intelligence (EI) has a significant positive impact on organizational performance in Malaysia's public administration sector. Conducted among 375 administrative and diplomatic officers across five ministries in Putrajaya, the study recommended that emotional intelligence competencies be incorporated into talent planning, succession planning, and leadership development initiatives. Therefore, integrating these competencies into leadership training is essential to develop more effective and resilient leaders who are equipped to face contemporary challenges.

Third, organizations should cultivate a feedback-oriented culture. This includes anonymous feedback channels, regular emotional climate assessments, and leadership coaching. Creating psychologically safe spaces where employees can express concerns without fear of retaliation is essential for long-term sustainability.

Finally, policy-level support is crucial. The Malaysian Employers Federation (MEF) and Human Resource Development Corporation (HRD Corp) can collaborate to mandate emotional intelligence competencies in leadership certification programs, ensuring that emotional intelligence becomes a standard criterion for managerial roles.

12. Conclusion

In conclusion, addressing psychoticism traits in leadership through the lens of emotional intelligence is essential for cultivating a healthier and more productive organizational environment. Leaders who practice emotional regulation, empathy, and ethical behavior can significantly enhance employee self-esteem, motivation, and overall performance. When emotionally intelligent leadership becomes a consistent part of organizational culture, it fosters psychological safety and mutual respect among team members. Ultimately, emotionally resilient leaders play a vital role in shaping employee behavior that reflects core human values and supports harmonious workplace relationships. Future research should explore targeted emotional intelligence training programs for leaders with high psychoticism traits to mitigate their impact on employee well-being.

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Conflict of Interest

Authors declare that there is no conflict of interest regarding the publication of the paper.

Author Contribution

*The authors contributed to the manuscript as follows: **introduction, conceptual, and impact of psychoticism personality trait:** Siti Sarawati Johar; **linking psychoticism trait, emotional intelligence in leadership, and empirical support:** Noranifitri Md Nor; **current challenges, practical implications, and conclusion:** Arwansyah Kirin. All authors reviewed and approved the final version of the manuscript.*

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