KARANLIK ÜÇLÜ İLE ÖRGÜTSEL ATALET ARASINDAKİ İLİŞKİLER: TURİZM SEKTÖRÜ ÇALIŞANLARINDA BİR UYGULAMA

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Özet

Kişiliğin karanlık yönü, örgütsel davranış ve örgüt dinamikleri üzerindeki potansiyel etkisi nedeniyle sıklıkla araştırmalara konu edilmektedir. Ancak örgütlerin değişim taleplerine yanıt verme ve örgütsel dinamizmin bir göstergesi olan örgütsel atalet ile ilişkisine dair herhangi bir çalışma yapılmamıştır. Bu noktadan hareketle hazırlanan araştırmada, turizm sektörü çalışanlarında karanlık etkinin örgütsel atalet üzerindeki etkisi araştırılmıştır. Araştırmaya konaklama işletmelerinde en az 2 yıllık deneyime sahip 359 çalışan dahil edilmiş, Smart PLS 4 ile Yapısal Eşitlik Modellemesi kullanılarak karanlık üçlünün örgütsel atalete etkisi analiz edilmiştir. Araştırmanın sonuçları Makyavelizmin içgörü ataletini azalttığını, ancak eylem ataletini artırdığını göstermiştir. Diğer taraftan narsisizm içgörü, eylem ve psikolojik ataleti artırırken; psikopatinin içgörü ataleti ve psikolojik ataleti artırdığı belirlenmiştir. Sonuçlar kişiliğin karanlık yönünün örgütsel atalet açısından önemli bir unsur olduğunu, örgütlerin dönemsel gereklilere uyum sağlamak için yaratacağı dinamik ve öğrenen örgüt ortamı için çalışanların kişilik özelliklerine dayalı stratejiler geliştirmesinin gerekli olduğunu ortaya koymaktadır.

Anahtar Kelimeler: Karanlık Üçlü, örgütsel atalet, turizm sektörü

THE RELATIONSHIP BETWEEN THE DARK TRIAD AND ORGANIZATIONAL INERTIA: A STUDY IN TOURISM SECTOR EMPLOYEES

Abstract

The dark side of personality is frequently studied in literature due to its potential impact on organizational behavior and organizational dynamics. However, no study has been conducted on its relationship with organizational inertia, which is an indicator of organizational dynamism and responding to change demands of organizations. Based on this point, this study investigated the effect of dark tirad on organizational inertia in tourism sector employees. The study included 359 employees with at least 2 years of experience in accommodation businesses, and the effect of dark triad on organizational inertia was analyzed by Structural Equation Modeling using Smart PLS 4. The results of the study showed that Machiavellianism decreased insight inertia, but increased action inertia. On the other hand, narcissism increased insight inertia, action inertia and psychological inertia, while psychopathy increased insight inertia and psychological inertia. The results reveal that the dark side of personality is an important factor in terms of organizational inertia and that it is necessary for the organizations to develop strategies based on the personality traits of the employees for the dynamic and learning organizational environment that the organizations will create to adapt to the periodic requirements.

Keywords: Dark Triad, organizational inertia, tourism sector

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1. INTRODUCTION

The tourism industry is seen as one of the cornerstones of modern economic growth and development due to its significant impact on employment and income generation. As nations around the world seek to capitalize on the potential of tourism to revitalize their economies, Turkey's geopolitical and historical fabric creates a tourism potential that is of great importance for the country's economy. In parallel with this importance, the sector has to constantly develop and change itself in the face of periodic requirements. Especially in the digitalization process that has emerged in parallel with technological developments, the sector is transforming in areas such as online reservations, sustainability and responsible travel, and struggling with challenges such as legislative changes and unpredictable geopolitical events. In order to gain a competitive advantage in an increasingly globalized market, businesses need to be able to reflex and adapt quickly to all these conditions.

In this process of transformation and adaptation, members of the tourism sector in search of growth and innovation face the negative effects of organizational inertia, as in all other sectors. Organizational inertia, which refers to the tendency of established systems and structures to resist change, hinders the organization's capacity to adapt to new conditions and opportunities (Munck af Rosenschöld, Rozema and Frye-Levine, 2014). While organizational inertia has the effect of maintaining order and stability in routine situations, it emerges as a significant obstacle in environments where change is necessary (Moradi, Jafari, Doorbash and Mirzaei, 2021). Organizational inertia is a concept that can pose multifaceted challenges for the tourism sector, which has no choice but to adapt to evolving technology, changing customer demands and market trends. Organizations that succumb to inertia may find themselves lagging behind, unable to capitalize on emerging opportunities or proactively address potential threats; as a natural consequence, they may succumb to market conditions (Van Witteloostuijn, 1998; McMillan and Overall, 2017). In addition, inertia can also have negative effects on employees, such as resistance to new approaches, indifference to established practices and failure to embrace change (Mareš, 2018). As a result, the implementation of innovative strategies, the adoption of sustainable practices and the development of a learning organizational environment will be hindered.

Considering the importance of the impact of organizational inertia on tourism enterprises and the sector in general, the importance of identifying and preventing the factors that cause inertia emerges. In this context, it is necessary to examine the role of personality traits in the emergence of human capital-based organizational inertia (Balcı and Alkan, 2021; Fırın and Sevim, 2022). Although the literature contains a large number of studies examining the positive aspects of personality in tourism and other sector employees, there are limited studies examining the dark aspects of personality (Serçeoğlu, 2013; Abou-Shouk, Zoair, Aburumman and Abdel-Jalil, 2022; Düger and Ciner, 2023). In particular, the literature is lacking in examining the effect of the dark triad, a cluster of personality traits consisting of Machiavellianism, narcissism and psychopathy (Paulhus and Williams, 2002), on organizational inertia.

Individuals who exhibit dark triad generally display manipulative tendencies, a sense of entitlement, and a lack of empathy, potentially playing a role in workplace negativity (Muris, Merckelbach, Otgaar and Meijer, 2017; Cesinger, Gundolf, Hughes, Khedhaouria and Montani, 2022). Individuals with these personality traits can be expected to oppose organizational change (Spurk and Hirschi, 2018). Based on this information, this study aims to investigate the relationship between dark triad and organizational inertia in the tourism sector.

2. LITERATURE REVIEW

2.1. Dark Triad

Personality is a lifelong process shaped by the biological characteristics of the individual and the meaning he/she gives to the interaction with the environment (Magnusson and Torestad, 1993). The way an individual's personality traits are reflected in his/her behaviors shows the difference between the positive and dark aspects of personality (Judge, Piccolo and Kosalka, 2009). In general terms, the positive side of personality includes a loving and helpful orientation towards others, while the dark side is negatively related to life satisfaction and has a strong connection with socially disturbing outcomes.

In current personality research, there is a paradigm shift away from traditional categorical approaches and towards a more sophisticated understanding of individual nuances. At the center of this paradigm shift lies the evaluation of individual differences as a state of continuity instead of categorizing personality traits into rigidly defined categories. In this context, the dark triad proposed by Paulhus and Williams (2002) emerged as a non-clinical maladaptive personality structure that shows continuity between pathological and normalcy. Dark triad is a three-factor personality trait consisting of Machiavellianism, narcissism, and psychopathy, which represents the dark side of personality, showing similar characteristics in the dimensions of irresponsibility, incompatibility, and insensitivity that encourage interpersonal manipulation (Martin, Lastuk, Jeffery, Vernon, & Veselka, 2012; Talak, 2022). Although it is a definition that belongs to the psychology literature, the dark triad has also attracted attention in organizational research as it triggers team dynamics and organizational negativities by affecting employee behaviors.

2.1.1. Machiavellianism

Machiavellianism, which is based on the principle of "all means are permissible to achieve the goal", first emerged in 1532 when Niccoló Machiavelli advised kings and lords to carefully plan their attitudes, tactics and actions against their political rivals in order to preserve the sustainability of their power and to do ruthless and immoral deeds if necessary (Naktiyok, Zengin, and Yıldırım, 2019). The main characteristics of Machiavellians can be summarized as frequently exhibiting manipulative behaviors in line with personal interests, thinking that human nature is unreliable and exhibiting cynical tendencies, prioritizing personal interests with various strategies and tactics, exhibiting controlled and superficial behaviors in human relations, sycophancy for purposes, lack of empathy, and easily violating traditional moral values and norms when necessary (Özsoy, 2019). Therefore, Machiavellian individuals can be expected to exhibit unethical attitudes and behaviors in order to gain power and status in their business and social lives (Kanten, Yeşiltaş, and Arslan, 2015).

When examined in terms of organizational literature, Machiavellianism has various negative consequences for both the organization and its members. Since individuals exhibiting Machiavellianism tend to lie in general, they deceive their colleagues at work and may damage organizational trust (Pilch and Turska, 2015). Machiavellian individuals manipulate organizational relationships for their own benefit, causing serious damage to leader-member interactions (Dasborough and Ashkanasy, 2002; Walter, Anderson and Martin, 2005). In addition, despite the supportive and moderate organizational climate, workplace incivility increases due to Machiavellian self-interest (Ersolak and Üstün, 2020). On the other hand, Machiavellianism also decreases job performance (Satornino, Allen, Shi, and Bolander, 2023).

2.1.2. Narcissism

The concept of narcissism, which manifests itself with characteristics such as the individual's excessive self-love, having the feeling of having no important spouse and similar in a strong and flashy style, the feeling of unlimited possession of concepts such as beauty, intelligence, success, inability to tolerate negative life events, lack of empathy, and characterizing other people as unimportant, comes from Narcissus in Greek mythology (Karaaziz and Atak, 2013; Bolelli, 2018; Sedikides, 2021; Edershile and Wright, 2022). Within the framework of their characteristics, narcissistic individuals are expected to strive for the desire to reach a strategically important position in their business and social lives (Kanten et al., 2015). Within the framework of this effort, very successful individuals may emerge in business life (Rosenthal and Pittinsky, 2006), or it may harm both the organization and its members as a result of having unrealistic dreams (Penney and Spector, 2002). Moreover, organizations under the influence of narcissistic leaders remain isolated with a circle of sycophants who support the need to constantly satisfy the leader's ego (Maccoby, 2000), which may prevent the organization from keeping up with periodic developments. As a natural consequence of narcissistic individuals acting only to satisfy themselves, teamwork is negatively affected or completely eliminated (Giambatista and Hoover, 2018). In addition, research in the literature has revealed that narcissism triggers counterproductive work behaviors (Penney and Spector, 2002), negatively affects organizational learning (Godkin and Allcorn, 2009), and narcissistic leaders cause employee silence (Hamstra, Schreurs, Jawahar, Laurijssen and Hünermund, 2021).

2.1.3. Psychopathy

Psychopathy refers to impulsivity, low-level anxiety, lack of empathy and a tendency to engage in anti-social behavior (Bogaerts, Polak, Spreen and Zwets, 2012; Set, 2020). Symptoms of psychopathy include deceitfulness and reckless disregard for others (Dolan and Doyle, 2007). A psychopath's consistent irresponsibility leads to no remorse, he or she is simply indifferent to the emotional pain others may feel (McHoskey, Worzel and Szyarto, 1998). Individuals with psychopathic personality traits are cold-blooded, insensitive individuals with a high potential to abuse interpersonal relationships (Rauthmann and Kolar, 2013). In other words, these individuals have the characteristics of being selfish, ruthless and callous in interpersonal relationships and using relationships for their own benefit. In addition, psychopathic individuals can often exhibit insecure and inconsiderate behaviors (Furtner, Rauthmann and Sachse, 2011).

Psychopaths' disregard for social norms and the rights of others, as well as their use of deceptive means for personal achievement, fit a "career-oriented" tendency. However, since discontentment is essential in this career-oriented tendency, career dissatisfaction emerges (Spurk, Keller and Hirshi, 2016), resulting in low job performance (O'Boyle, Forsyth, Banks and McDaniel, 2012). However, there is a negative relationship between psychopathy and job satisfaction (Jonason, Wee, & Li, 2015). On the other hand, there is a positive relationship between psychopathy and workplace bullying, workplace incivility and counterproductive work behaviors (O'Boyle et al., 2012; Thibault and Kelloway, 2020). In addition, studies have concluded that psychopathy negatively affects organizational citizenship (Szabó, Czibor, Restás and Bereczkei, 2018; AL-Abrrow, Thajil, Abdullah and Abbas, 2020).

2.2. Organizational Inertia

According to Newton's First Law of Motion in physics, inertia is defined as "An object at rest remains

at rest, and an object in motion remains in motion at constant speed and in a straight line unless acted upon by an unbalanced force" (Peskir, 2022). Based on this law, organizational inertia is the strong insistence that the structure and capabilities of the organization remain in their current state (Larsen and Lomi, 1999). In other words, organizational inertia is a concept that accepts that personal habits, financial investments and institutional structure in the organization are valid and will not change (Geiger, and Antonacopoulou, 2009).

Since the most basic resource of organizations is human capital, it can be said that this capital is the most important factor in the emergence of organizational inertia. People are likely to avoid risk and save time by using their existing knowledge and experience instead of changing their habits, thoughts and value judgments and using different methods in the face of new problems (Orçanlı, Bekmezci and Fırat, 2020). Within the framework of these thoughts, it is expected that organizational members will lose their openness to innovation and as a result, the organization will resist change or make changes with a delay (Nakagawa and Watanabe, 2007). As a result, organizational inertia reduces the productivity of the organization, prevents its success and growth, and it is not possible for the organization to survive in the face of this situation (Nakagawa and Watanabe, 2007). In this context, it can be stated that organizational inertia constitutes a major obstacle for organizations in terms of change and adaptation to the environment and is one of the important problems (Arlı, Ölmez and Akdoğan, 2012).

Godkin and Allcorn (2008) categorized organizational inertia under three main headings: inertia of insight, inertia of action and psychological inertia. Insight inertia is an interruption in the organizational learning cycle that occurs when cues from the internal and external environment are not interpreted by management in a timely manner so that the organizational response meets the demands for change (Godkin and Allcorn, 2008; Huang, Lai, Lin and Chen, 2013). Action inertia, characterized by tardy managerial responses to environmental developments or inadequate information for informed decision-making, contrasts with inertia of insight, which arises once managers have gathered and analyzed data from the external and internal environment; due to deficient information gathering and a tendency to stick to past successful strategies and models, organizations fail to respond and adapt to advantageous environmental changes, thereby missing potential benefits (Orçanlı et al., 2020). Psychological inertia is the creation of inertia of insight or action as an outcome of employees' mental laziness (Godkin and Allcorn, 2008; Türkan and Esmer, 2019; Orçanlı et al., 2020).

2. METHODOLOGY

2.1. Research Model and Hypotheses

The research was conducted within the framework of the ethics committee permission of Istanbul Arel University Rectorate Ethics Committee Presidency dated 26.05.2023 and numbered E-52857131-050.06.04-284138. In the research, causal research methodology was used to evaluate the cause-and-effect relationship between the dark triad and organizational inertia variables. The hypothesis of the study is given below:

H₁: Dark Triad increases organizational inertia.

H₁ₐ: Machiavellianism increases insight inertia.

H₁ᵦ: Machiavellianism increases action inertia.

H$_{1c}$: Machiavellianism increases psychological inertia.

H$_{1d}$: Narcissism increases insight inertia.

H$_{1e}$: Narcissism increases action inertia.

H$_{1f}$: Narcissism increases psychological inertia.

H$_{1g}$: Psychopathy increases insight inertia.

H$_{1h}$: Psychopathy increases action inertia.

H$_{1i}$: Psychopathy increases psychological inertia.

2.2. Sampling

The population of the research consists of tourism sector employees who work in accommodation facilities throughout Turkey and have at least 2 years of experience in the sector. Considering the impossibility of reaching the entire research population, sampling was used. According to TUIK June 2023 data, there are a total of 369300 insured employees working in accommodation facilities across Turkey. For the sample calculation, a universal sample calculation was used, and it was calculated that at least 322 participants should be reached at a confidence level of 95% that it is within ±5% of the researched value and a population proportion of 29,74% (percantage of accommodation facility employees to all tourism sector employees) (Del Águila and González-Ramírez, 2014). To reach the research sample, questionnaires were delivered in printed form to accommodation facilities throughout Turkey and responses were received from 412 participants in total. The responses of 53 participants were eliminated during the analysis due to eligibility problems and the research sample consisted of 359 participants.

2.3. Data Collection Tools

The questionnaire form used to collect the research data consists of three parts: Demographic Information Form, Dark Triad Scale (DTS) and Organizational Inertia Scale (OIS). Demographic Information Form was prepared by the researcher and consists of four items including gender, age, income level and number of years of experience in the sector.

In the second part of the form, the DTC Scale developed by Jones and Paulhus (2014) and adapted into Turkish by Özsoy, Rauthmann, Jonason, and Ardıç (2017) was used. The 7-point Likert-type scale consists of 27 items and includes 3 factors: Machiavellianism (MCV) (items 1-9), narcissism (NRC) (items 10-18) and psychopathy (PSY) (items 19-27). In the Turkish adaptation study conducted by Özsoy et al. Cronbach's alpha coefficients were calculated as 0,70 for Machiavellianism factor, 0,79 for narcissism factor and 0,79 for psychopathy factor.

In the third part of the form, the OIS developed by Godkin and Allcorn (2008) and adapted into Turkish by Orçanlı et al. (2020) was used. The scale consists of 13 items and is 7-point Likert-type. The scale has 3 factors: Insight Inertia (INI) (4 items), Action Inertia (ACI) (5 items) and Psychological Inertia (PSI) (4 items). In the Turkish adaptation study, Cronbach's alpha coefficients of the scale were calculated as 0.507 for INI, 0.609 for ACI, 0.758 for PSI and 0.784 for the overall scale.

2.4. Analysis Procedure

SPSS 26.00 and SmartPLS 4 were used to analyze the research data. In the data analysis, the accuracy and appropriateness of the participant responses were first evaluated with SPSS 26.00, and participant responses that distorted the analysis were excluded from the analysis. After the data set was ready for analysis, Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were applied to the scales and construct validity was checked. Reliability and normal distribution tests were then conducted. In the following steps, descriptive statistics and Pearson Correlation Analysis are given. For testing the hypothesis Covariance Based Structural Equation Modeling (CB-SEM) is used. The findings were evaluated at 95% confidence interval and 5% significance level.

3. FINDINGS

Accuracy and missing data analyses were conducted to prepare the data set for the analyses. In the missing data analysis, 27 participants who left more than 20% of the questions blank were excluded from the analyses within the framework of Little's (1988) theory. Little's MCAR test (Little, 1988) was used for accuracy assessment and 9 participants with inappropriate answers were also excluded from the analyses and the continuous data left blank by the remaining 376 participants were filled with the mean value of the series and discontinuous data with the median of the series and the data were made ready for analysis.

In the data set consisting of 376 participants, Kurtosis and Skewness values were evaluated on item basis. Taking into account the Skewness and Kurtosis values between +1.5 and -1.5 as predicted by Tabachnick, Fidell, and Ullman (2013), z values were checked for the items that were considered problematic and the responses of 17 participants who were found to distort the data set were deleted. The main analyses were conducted with the remaining 359 participants.

Before determining the factor structures of the scales, the internal consistency values of the scales were checked with Cronbach's Alpha coefficients. Accordingly, the internal consistency of DTS was 0,854 and the internal consistency of OIS was 0,801. As explained by Hair, Black, Babin, and Anderson (2014), Cronbach's alpha values of 0,70 and above are at an acceptable level and it is seen that the research scales do not have internal consistency problems.

After the internal consistency analyses, factor analyses were conducted. Firstly, EFA was conducted to determine the factor structure of the scales. In EFA, the principal components method and the Direct Oblimin technique were used while performing orthogonal rotation.

In the EFA applied to the DTS, the *KMO* value was calculated as 0,865 and the results of Barlett's Test of Sphericity were calculated as x^2=5032.770, *df*=351 and *p*=0.000. According to the literature, *KMO* values greater than 0,60 indicate that the variables have the power to predict each other closely; *p* values less than 0,05 in Barlett's Test of Sphericity test indicate that there is a sufficient relationship between the variables (Hair et al., 2014). Accordingly, the *KMO* and Barlett's Test of Sphericity values of the DTS are within the relevant reference range and the scale is suitable for factor analysis. The Scree Plot showing how many factors the scale is clustered under according to EFA is presented in Figure 1.
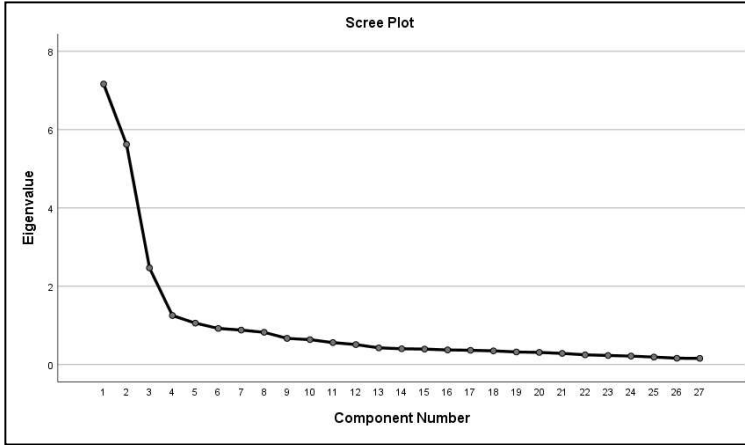
Figure 1. Dark Triad Scale Scree Plot

According to Figure 1, DTS is clustered under 3 factors, similar to Özsoy et al. (2017). However, the 3-factor structure explains 56,509% of the variance of the scale. The factor loadings of each item and the results showing in which factors the items are clustered are presented in Table 1.

Table 1. Dark Triad Scale EFA Structure Matrix

	PSY	MCV	NRC
PSY2	0,781		
PSY4	0,744		
PSY3	0,735		
PSY5	0,730		
PSY1	0,724		
PSY6	0,723		
PSY7	0,698		
PSY8	0,693		
PSY9	0,676		
MCV5		0,843	
MCV1		0,826	
MCV7		0,806	
MCV3		0,802	
MCV9		0,800	
MCV8		0,773	
MCV2		0,767	
MCV6		0,762	
MCV4		0,739	
NRC8			0,799
NRC4			0,775
NRC9			0,754
NRC6			0,746
NRC2			0,720
NRC3			0,680
NRC7			0,661
NRC1			0,649
NRC5			0,579

In the EFA of DTS, similar results were obtained with the factors and item distributions related to the factors in Özsoy et al. (2017) study. Accordingly, the scale has a 3-factor structure as Machiavellianism (9 items), Narcissism (9 items) and Psychopathy (9 items). In order to check the appropriateness of this structure, CFA should be conducted. The CFA for the DTS was conducted with Smart PLS 4 through the CB module, and the measurement model is presented in Figure 2, and the fit indices and comparison with the literature are presented in Table 2:
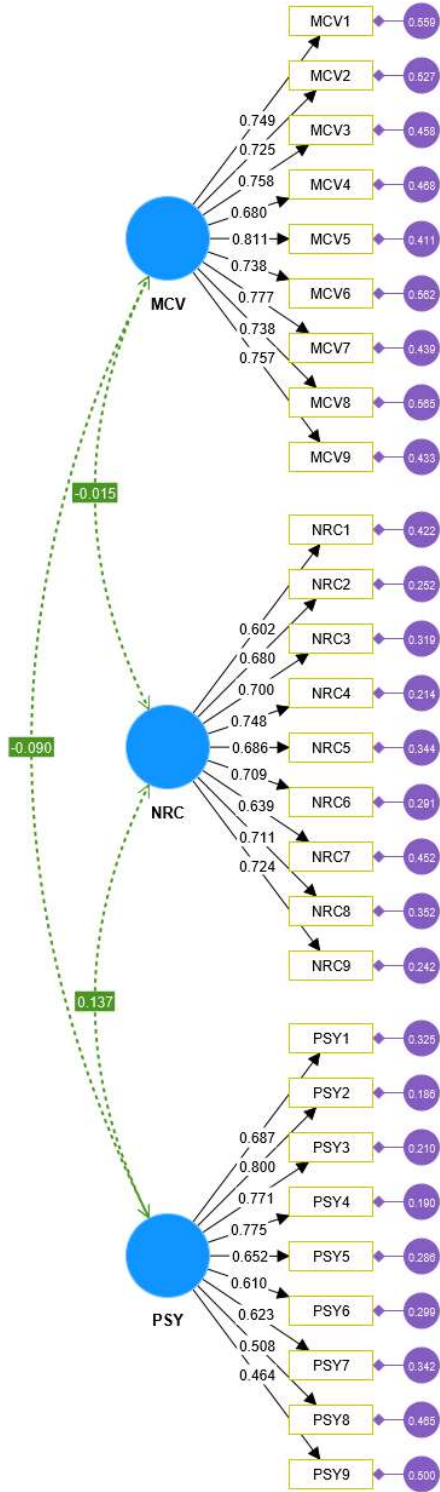
Figure 2. Dark Triad Scale CFA Model

Table 2. Dark Triad Scale Fit Indices

Fit Indices	Scale Model	Perfect Fit Criterion	Acceptable Fit Criterion	Evaluation
x^2/df	4,224	$0\leq x^2$/df≤3	$3< x^2$/df≤5	Acceptable fit
RMSEA	0,075	$0\leq$RMSEA$\leq0,05$	$0,05<$RMSEA$\leq0,08$	Acceptable fit
CFI	0,907	$0,95\leq$CFI$\leq1,00$	$0,90\leq$CFI$<0,95$	Acceptable fit
NFI	0,903	$0,95\leq$NFI$\leq1,00$	$0,90\leq$NFI$<0,95$	Acceptable fit
AGFI	0,849	$0,90\leq$AGFI$\leq1,00$	$0,85\leq$AGFI$<0,90$	Acceptable fit
GFI	0,917	$0,95\leq$GFI$\leq1,00$	$0,90\leq$GFI$<0,95$	Acceptable fit

The criterias for perfect and acceptable fit are taken from Hair, Babin, and Krey (2017), Byrne (2013), and Mulaik, James, Van Alstine, Bennett, Lind, and Stilwell (1989).

According to the CFA results in Figure 2 and Table 2, the scale meets the final fit criteria. Following these results, the construct validity and Fornell and Larcker's (1981) Discirimant Validity, results are presented in Table 3.

Table 3. Dark Triad Scale Construct and Discriminant Validity

	CR	AVE	MCV	NRC	PSY
MCV	0,942	0,644	0,802		
NRC	0,971	0,788	-0,035	0,887	
PSY	0,958	0,723	-0,199	0,519	0,850

CR: Composite Relaibility, AVE: Avarage Variance Extracted

The values in Table 3 meet the conditions stipulated by Hu and Bentler (1999). According to this information, the DTS has construct and discriminant validity.

In the EFA applied to the OIS, the *KMO* value was 0,786 and Barlett's Test of Sphericity results were calculated as x^2=2148,614, *df*=78 and *p*=0.000. Accordingly, the *KMO* and Barlett's Test of Sphericity values of OIS are within the relevant reference range and the scale is suitable for factor analysis (Hair et al., 2014). The Scree Plot showing how many factors the scale was clustered under according to EFA is presented in Figure 3.

Figure 3. Organizational Inertia Scale Scree Plot

According to Figure 3, OIS is clustered under 3 factors similar to Orçanlı et al. (2020). However, the 3-factor structure explains 66,443% of the variance of the scale. The factor loadings of each OIS item and the results showing in which factors the items are clustered are presented in Table 4.

Table 4. Organizational Inertia Scale EFA Structure Matrix

	INI	ACI	PSI
INI3	0,869		
INI2	0,850		
INI4	0,841		
INI1	0,635		
ACI3		0,894	
ACI5		0,856	
ACI2		0,851	
ACI4		0,848	
ACI1		0,666	
PSI2			0,848
PSI3			0,831
PSI4			0,770
PSI1			0,723

In the EFA of OIS, similar results were obtained with the factors and item distributions related to the factors in Orçanlı et al. (2020) study. Accordingly, the scale has a 3-factor structure as Insight Inertia (4 items), Action Inertia (5 items) and Psychological Inertia (4 items). In order to check the appropriateness of this structure, CFA should be conducted. The CFA for OIS was conducted with Smart PLS 4 through the CB module and the measurement model is presented in Figure 4 and the fit indices and comparison with the literature are presented in Table 5:
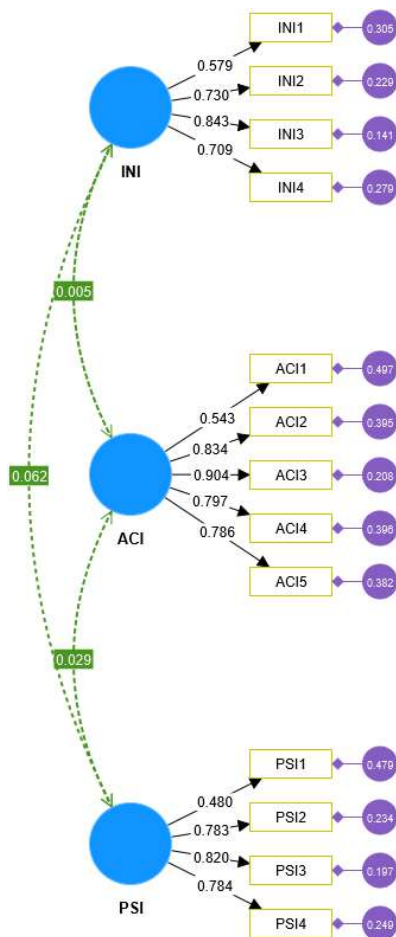
Figure 4. Organizational Inertia Scale CFA Model

Table 5. Organizational Inertia Scale Fit Indices

Fit Indices	Scale Model	Perfect Fit Criterion	Acceptable Fit Criterion	Evaluation
x^2/df	4,301	$0 \leq x^2/df \leq 3$	$3 < x^2/df \leq 5$	Acceptable fit
RMSEA	0,076	$0 \leq RMSEA \leq 0,05$	$0,05 < RMSEA \leq 0,08$	Acceptable fit
CFI	0,907	$0,95 \leq CFI \leq 1,00$	$0,90 \leq CFI < 0,95$	Acceptable fit
NFI	0,897	$0,95 \leq NFI \leq 1,00$	$0,90 \leq NFI < 0,95$	Acceptable fit
AGFI	0,855	$0,90 \leq AGFI \leq 1,00$	$0,85 \leq AGFI < 0,90$	Acceptable fit
GFI	0,901	$0,95 \leq GFI \leq 1,00$	$0,90 \leq GFI < 0,95$	Acceptable fit

According to the CFA results in Figure 4 and Table 5, the scale complies with the final fit criteria. Following these results, the construct validity and Fornell and Larcker's (1981) Discirimant Validity, results are presented in Table 6.

Table 6. Organizational Inertia Scale Construct and Discriminant Validity

	CR	AVE	INI	ACI	PSI
INI	0,976	0,895	0,946		
ACI	0,965	0,876	0,027	0,936	
PSI	0,968	0,888	0,167	0,419	0,942

The values in Table 6 meet the conditions stipulated by Hu and Bentler (1999). According to this information, OIS has construct and discriminant validity.

According to the CFA results, both scales showed a three-factor structure in parallel with the literature. Following these results, descriptive statistics and Cronbach's Alpha coefficients for the scale factors were determined and the results are presented in Table 5.

Table 7. Descriptive Statistics and Reliablity of Scales

Scale	$\overline{X} \pm ss$	Range	Kurtosis	Skewness	Cronbach Alfa
MCV	3,11±0,83	1,00-6,98	-0,26	-0,61	0,924
NRC	4,07±0,57	1,89-7,00	1,20	-0,73	0,895
PSY	3,76±0,52	1,78-7,00	1,27	-0,01	0,877
INI	3,77±0,56	2,00-7,00	0,75	0,21	0,806
ACI	3,36±,85	1,00-7,00	0,70	-0,91	0,883
PSI	3,76±,64	1,75-7,00	0,69	-0,24	0,810

When the data in Table 7 were analyzed, it was determined that the Skewness and Kurtosis values of the factors related to the research scales remained within the range of -1,5 and +1,5 as predicted by the literatüre (Tabachnick et al., 2013). Accordingly, the research data are normally distributed and the use of parametric tests is appropriate. In addition, it was determined that the Cronbach's Alpha coefficient of the factors of both scales was above 0,70. As explained by Hair et al. (2014), Cronbach's Alpha values of 0,70 and above are at an acceptable level and these results reveal that the research scales are reliable.

Table 8. Sample Characteristic

		Frequency	Percentage
Gender	Female	215	59,90
	Male	144	40,10
Age (Generation)	Generation Z	71	19,80
	Generation Y	251	69,90
	Generation X	37	10,30
Income	Low	89	24,80
	Moderate	214	59,60
	High	56	15,60
Experience	2-5 years	179	49,90
	6-10 years	88	24,50
	More than 10 years	92	25,60

According to Table 8, 59,90% of the sample is female. While the majority of the sample is Generation Y with 69,90%, the majority of the sample has a moderate income with 59,60%. In terms of work experience, it is seen that the majority with 49,90% have 2-5 years of experience.

Table 9. Correlation Analysis

	MCV	NRC	PSY	INI	ACI	PSI
MCV	1					
NRC	-,016	1				
PSY	-,168**	,448**	1			
INI	-,274**	,417**	,410**	1		
ACI	,250**	,185**	,107*	,064	1	
PSI	-,026	,364**	,410**	,369**	,171**	1

According to Table 9, MCV is negatively correlated with INI (p=0,000 and r=-0,274) and positively correlated with ACI (p=0,000 and r=0,250). Positive relationships were found between NRC and INI (p=0,000 and r=0,417), ACI (p=0,000 and r=0,185) and PSI (p=0,000 and r=0,364). There are also positive relationships between PSY and INI (p=0,000 and r=0,410), ACI (p=0,043 and r=0,107) and PSI (p=0,000 and r=0,410).
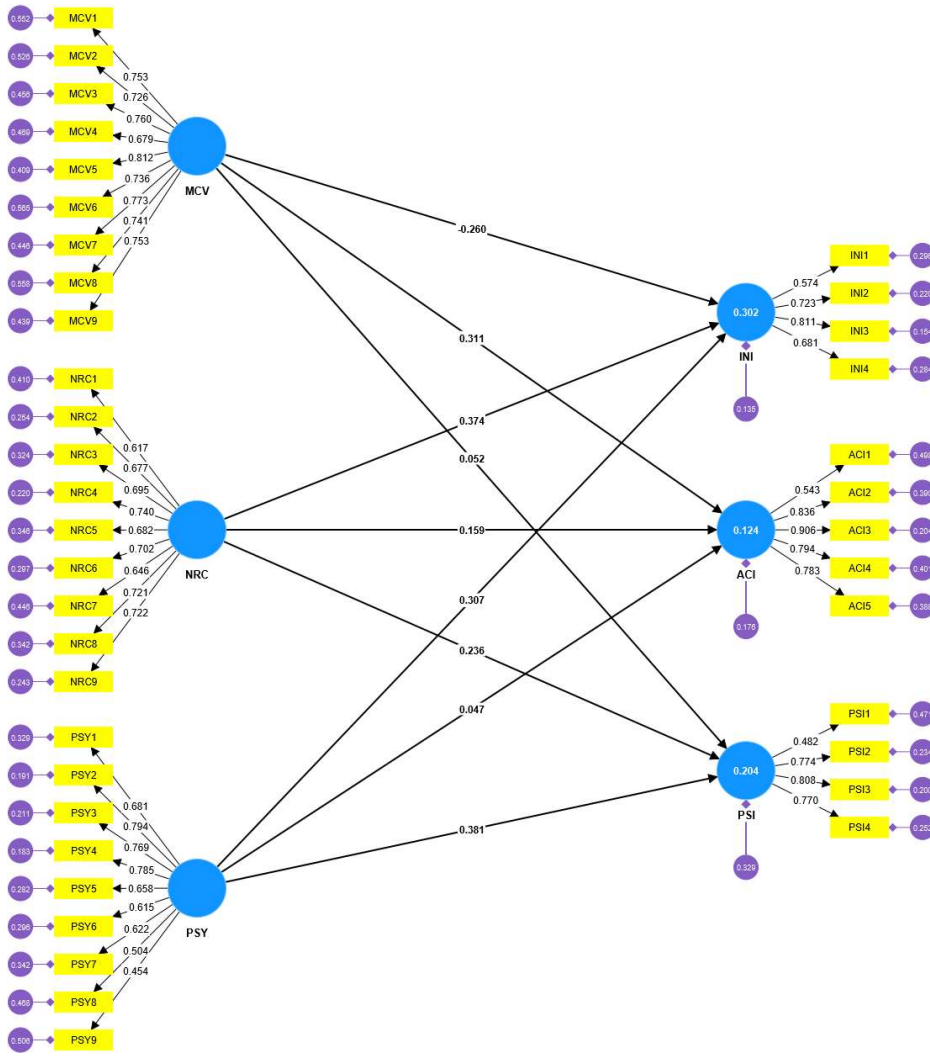
Figure 5. CB-SEM Analysis

Following the correlation analysis, CB-SEM was conducted to test the research model. The fit indices for the analysis are presented in Table 10.

Table 10. CB-SEM Analysis Fit Indices

Fit Indices	Scale Model	Perfect Fit Criterion	Acceptable Fit Criterion	Evaluation
x^2/df	3,269	$0 \leq x^2/df \leq 3$	$3 < x^2/df \leq 5$	Acceptable fit
RMSEA	0,079	$0 \leq RMSEA \leq 0,05$	$0,05 < RMSEA \leq 0,08$	Acceptable fit
CFI	0,896	$0,95 \leq CFI \leq 1,00$	$0,90 \leq CFI < 0,95$	Acceptable fit
NFI	0,931	$0,95 \leq NFI \leq 1,00$	$0,90 \leq NFI < 0,95$	Acceptable fit
AGFI	0,824	$0,90 \leq AGFI \leq 1,00$	$0,85 \leq AGFI < 0,90$	Acceptable fit
GFI	0,856	$0,95 \leq GFI \leq 1,00$	$0,90 \leq GFI < 0,95$	Acceptable fit

According to the CB-SEM results in Table 10, the research model complies with the final fit criteria.

Accordingly, path coefficients are presented in Table 11.

Table 11. Path Analysis Coefficents

	β	sd	t	p
MCV -> INI (H$_{1a}$)	-0,26	0,065	3,98	**0,000**
MCV -> ACI (H$_{1b}$)	0,311	0,073	4,27	**0,000**
MCV -> PSI (H$_{1c}$)	0,052	0,07	0,743	0,458
NRC -> INI (H$_{1d}$)	0,374	0,077	4,888	**0,000**
NRC -> ACI (H$_{1e}$)	0,159	0,072	2,218	**0,027**
NRC -> PSI (H$_{1f}$)	0,236	0,085	2,766	**0,006**
PSY -> INI (H$_{1g}$)	0,307	0,08	3,83	**0,000**
PSY -> ACI (H$_{1h}$)	0,047	0,079	0,603	0,547
PSY -> PSI (H$_{1i}$)	0,381	0,077	4,966	**0,000**

According to Table 11, MCV increases ACI (β=0,331 ve p=0,000) and decreases INI (β=-0,26 ve p=0,000). NRC increases ACI (β=0,159 ve p=0,027), INI (β=0,374 ve p=0,000) and PSI (β=0,236 ve p=0,000). PSY increases INI (β=0,307 ve p=0,000) and PSI (β=0,381 ve p=0,000). According to this findings, H$_{1a}$, H$_{1b}$, H$_{1d}$, H$_{1e}$, H$_{1f}$, H$_{1g}$ and H$_{1i}$ are accepted.

4. DISCUSSION

The superiority of today's businesses in competitive conditions lies in understanding the complex relationship between individual tendencies and organizational dynamics. In particular, the concept of organizational inertia, which directly describes the adaptability and responsiveness of businesses, needs to be evaluated. Although various studies have been conducted on organizational inertia in the literature, its relationship with the dark triad, which represents the dark side of personality, has not yet been addressed. Considering this gap, this study aims to determine the relationship between dark triad and organizational inertia in the tourism sector.

According to the research findings, MCV increases ACI and decreases INI. While Machiavellian individuals pursue their own interests and act with the desire for personal gain (Özsoy, 2019), they may tend to protect existing resources by considering that resources are scarce within the organization. When examined in terms of the Conservation of Resources Theory (COR), this desire for conservation is based on the behavior of maintaining the strategic advantage within the organization and maintaining the power held by the individual (Halbesleben, Neveu, Paustian-Underdahl and Westman, 2014). As a natural consequence, resistance to change and action inertia are inevitable. In a study conducted by Belschak, Jacobs, Giessner, Horton and Bayerl (2020), it was determined that employees with high levels of Machiavellianism are more resistant to organizational change and as a result, they show low organizational commitment and high turnover intention. According to this research, the transformation of resistance to change into low organizational commitment and high turnover intention can be considered as action inertia. However, in terms of Social Exchange Theory (SET), the fact that Machiavellian individuals engage in a calculated exchange of resources to maximize their gains may

make them open to new insights within the organization (Cook, Cheshire, Rice and Nakagawa, 2013). These individuals may create social capital through selective adoption of innovative ideas within the scope of insight inertia and use it as a strategy of manipulation or exploitation. Choi, Ha and Choi (2022) concluded that Machiavellian leadership increases change-oriented organizational citizenship. In the study, leaders' use of participatory humor despite their Machiavellian attitudes can be considered as a manipulation method used to create social capital and, in this context, it can be inferred that Machiavellianism reduces insight inertia.

According to the second finding of the study, NRC increases INI, ACI and PSI. As with Machiavellian individuals, narcissistic organizational members inevitably exhibit insight inertia and action inertia within the COR framework, resisting change on the basis of potentially inflated self-perception and unwillingness to consider alternative perspectives (Halbesleben et al., 2014; Kanten et al., 2015; Edershile and Wright, 2022). However, cognitive biases and rigid mental models of narcissistic individuals may create psychological inertia, and psychological inertia may turn into insight inertia and action inertia over time. Liu, Zhang, Gupta, Zheng and Wu (2022) found a negative relationship between the level of narcissism of managers and openness to information from other units. In the same study, it was theorized that in environments where inter-unit competition increases, the level of narcissism of managers also increases and this situation hinders the ability to process information within the organization more. Prevention of inter-unit information exchange can be considered as an outcome of organizational inertia. On the other hand, Leonelli, Ceci, and Masciarelli (2019) concluded that the level of start-up innovation decreases due to the increase in the narcissism level of entrepreneurs. It can be thought that narcissistic entrepreneurs' adoption of organizational inertia by moving away from technological developments within the framework of their egos leads to this result.

According to the third finding of the study, PSY increases ACI and PSI. Narcissistic individuals, who are characterized by impulsivity, low-level anxiety, lack of empathy and a tendency to engage in anti-social behavior (Bogaerts et al., 2012; Set, 2020), may lack the ability to effectively process and learn from alternative perspectives or feedback. In terms of Social Learning Theory, psychopathic traits distract the organizational member from being open to innovation (Akers and Jennings, 2015). As a result of these traits, which are characterized by inertia of insight, it is inevitable that organizational learning will slow down or stop (Ganz, 2018). However, since prejudices and rigid mental models are very strong in these individuals (Furtner et al., 2011), a psychological resistance mechanism may develop against change and transformation within the framework of manipulation and self-serving desire. As a result, the emergence of psychological inertia is inevitable. Erkutlu and Chafra (2019) concluded that leader psychopathy increases organizational deviance and distracts from organizational goals and current strategies. Deviation from organizational goals and outdated strategies can be considered as a sign of organizational inertia. On the other hand, Serenko and Choo (2020) found that psychopathy increases information sabotage in the workplace and this trait becomes contagious among team members. Considering that organizational learning will decrease and organizational inertia will emerge in organizational environments where knowledge sabotage is experienced, it can be said that this result is parallel to the current research finding.

5. CONCLUSION

The research results clarify the relationship between the dark triad and organizational inertia through tourism employees in Turkey. Machiavellianism has been found to reduce insight inertia and there is a

potential adaptability and openness to change in Machiavellian individuals. However, the increase in the action inertia of these individuals suggests that these individuals, who see every path to success as permissible, may experience delays in decision-making mechanisms regarding change. On the other hand, the fact that narcissism causes an increase in all dimensions of inertia points to the resistance of the inflated ego of these individuals to change and potential difficulties in organizational sensitivity. The fact that psychopathy increases insight inertia along with psychological inertia indicates that these individuals may hinder organizational change and development due to their lack of empathy, antisociality and rigid sets woven into cognitive resources.

The effects of the dark side of personality on organizational inertia show that understanding personality structures is important for businesses. The presence of individuals with dark triad in the organization is a potential threat to organizational learning and innovation as well as organizational cohesion and performance. In this context, it is recommended to evaluate the personality traits of organizational members and potential members to shape recruitment processes on the basis of personality traits, and to organize training and development activities in order to use the dark personality traits of employees for the benefit of the organization. The dangers of organizational inertia for the competitive environment should be taken into consideration and strategies should be developed to overcome these threats and to produce a dynamic and agile organizational culture.

The most important limitation of the study is that it was conducted with a sample of 359 people working only in accommodation establishments in the tourism sector. It is thought that the relationship between dark triad and organizational inertia can be examined in more detail by selecting samples from different sectors in future studies. In addition, the use of self-report scales within the scope of the study is another limitation. Although these scales provide fast data access, the subjective responses they contain may pose an obstacle in terms of the reliability of the research. In this context, peer evaluations, in-depth interviews and objective performance data can be used in future studies. On the other hand, there is no research in the literature that reveals the relationship between the dark triad and organizational inertia, and research on both dark triad and organizational inertia is limited. Considering this limitation, it is suggested that future research should be conducted on the relationship between these two variables as well as their antecedents and successors.

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