

Dark Triad and Burnout: A Moderated Mediation Model of Psychological Resilience and Organizational Commitment

Semra KÖSE  ^a

^a İstanbul Aydın University, İstanbul, Türkiye, kose.semra@gmail.com

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ABSTRACT

Purpose – The negative effects of the Dark Triad on employee and organizational outcomes are well known. Interest in the literature, particularly regarding the relationship between the Dark Triad and burnout levels, is steadily increasing. However, the specific psychological processes through which this relationship arises and the organizational conditions under which it differs have been addressed to a limited extent. The present study aims to investigate this relationship within the framework of a mediation model structured in the context of psychological resilience and organizational commitment.

Design/methodology/approach – The study was designed quantitatively, and data were collected from 482 healthcare workers employed in public hospitals in Istanbul using a convenience sampling method. SPSS and AMOS programs were used to identify the relationships and effects between dependent and independent variables. The designed moderated mediation model was tested with the Hayes PROCESS (Model 14).

Findings – The analysis results show a positive relationship between the Dark Triad and burnout. Within the model, it was determined that the effect of the Dark Triad on burnout exhibits a significant indirect structure through psychological resilience. Furthermore, the conditional indirect effect varied across levels of organizational commitment, and the index of moderated mediation was statistically significant.

Discussion – The results emphasize the need to consider both individual psychological resources and organizational conditions when explaining burnout. Especially in high-stress work environments, taking into account levels of psychological resilience and organizational commitment will contribute to a better understanding of the effects of negative personality traits.

1. Introduction

Today's organizations operate in a global environment where competition is constantly increasing. This intense competition has led to human resources being considered one of the fundamental elements of organizational effectiveness. Therefore, attracting and retaining qualified employees has become a priority for organizations. Understanding employee behavior and considering both organizational factors and individual characteristics are necessary to retain employees within the organization. In this context, personality traits play a key role in shaping employee performance and understanding their behavior within the organization.

The impact of personality traits on employee behavior has been researched for many years. While previous studies focused more on positive personality traits, interest in dark personality traits has been steadily increasing in recent years as their negative impacts on individual and organizational outcomes have become better understood (Hogan & Hogan, 2005). Dark personality traits become more pronounced in work environments that lead to the depletion of individuals' cognitive and psychological resources, such as high stress, excessive workload, role ambiguity, and burnout. Dark traits manifest as behavioral patterns that can lead to negative outcomes in interpersonal relationships and organizational processes. One of these patterns, the Dark Triad, is associated with traits such as selfishness, insensitivity, manipulative behavior, and disregard for moral norms, and consists of dimensions of Machiavellianism, and psychopathy and narcissism (O'Boyle et al., 2012). Literature shows that the Dark Triad negatively impacts job satisfaction, intention to leave, burnout, psychological resilience, and employees' attitudes and behaviors towards the organization. In this context, from a theoretical perspective, Conservation of Resources (COR) theory offers a perspective in explaining the relationship between the Dark Triad traits and burnout. According to Hobfoll (1989, 2001),

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individuals strive to acquire and conserve valuable resources. Individuals with negative personality traits are more prone to conflict in interpersonal communication and more susceptible to emotionally draining interactions. This leads to a decrease in the individual's psychological and social resources over time, resulting in burnout. Considering the negative consequences of burnout on employees and organizations, it is important to identify the psychological mechanisms through which dark personality traits cause burnout.

Based on this theoretical perspective, the relationship between dark personality traits and burnout appears to involve more than a simple direct effect. While there are studies in the literature examining the direct relationship between the Dark Triad and burnout, the underlying mechanisms of this relationship have not been sufficiently investigated. In particular, there is limited information on how individual psychological resources mediate this relationship and how organizational conditions alter the strength of these effects. Therefore, a comprehensive explanation of the effects of dark personality traits on employee behavior will only be possible by considering both individual and organizational factors. Organizational commitment (Meyer & Allen, 1997), defined as the psychological bond employees form with their organizations, their internalization of organizational goals, and their desire to remain in that organization, is a significant factor for organizations. Employees with high levels of organizational commitment establish a strong sense of belonging with their organizations and use psychological tools to mitigate the negative effects of stressful situations encountered in the work environment. Conversely, low organizational commitment can increase burnout by making employees vulnerable to negative interpersonal experiences and job stress. In this context, organizational commitment is considered an important factor that can either increase or decrease the impact of dark personality traits on burnout. Therefore, examining organizational commitment as a moderating variable in this relationship will contribute to a better understanding of how burnout manifests in organizational settings.

However, evaluating only organizational factors will not be sufficient to explain the effect of dark personality traits on burnout. The individual psychological resources possessed by employees play a significant role in the face of burnout. The increasing workload, time pressure, and intense work pace of today's working life have made high work-related stress burnout a common problem for employees. However, burnout levels differ among individuals performing similar jobs under similar working conditions. This raises the question of why some individuals show more resilience. The concept of psychological resilience, defined as the ability of individuals to adapt to change by using protective and risk factors in the face of adverse situations, is proposed as a key mechanism in this relationship. It is thought that individuals with high psychological resilience can better protect their psychological resources against the negative effects that dark personality traits may cause, and therefore are less likely to experience burnout. From this perspective, psychological resilience is not only an individual outcome variable but also an important mechanism explaining the processes through which dark personality traits transform into burnout. Therefore, in the present study, psychological resilience is considered as a mediating variable in the relationship between Dark Triad personality traits and burnout. The healthcare sector offers a significant research area for examining this relationship. Hospitals are among the work environments where the risk of burnout is high due to heavy workloads, emotionally demanding tasks, time pressure, high levels of responsibility, and critical decision-making processes. In addition, healthcare professionals, by the nature of service delivery, are constantly interacting with patients, their relatives, and colleagues, and face high expectations. This situation both increases the risk of burnout and makes the impact of personality traits on employee behavior more visible. The tendency of individuals with dark personality traits to experience more conflict in interpersonal relationships suggests that these traits may have more pronounced consequences in healthcare institutions. Therefore, hospitals provide a suitable research environment for examining the relationship between the Dark Triad and burnout. While there are studies in the literature that examine the direct relationship between the Dark Triad and burnout, research that considers the roles of psychological resilience and organizational commitment together in this relationship is limited. Most studies have examined the variables used in the research separately. There is no assessment of how these variables interact within the same model. In particular, there is a lack of research on the mediating role of psychological resilience in the relationship between dark personality traits and burnout, and how this mediating effect changes depending on the level of organizational commitment. This situation reveals the need for a more comprehensive investigation of both the underlying mechanisms and conditions of this relationship. Second, it aims to explain the underlying

mechanism of the effect of dark personality traits on burnout by revealing the explanatory role of psychological resilience within the framework of COR. Third, by including organizational commitment as a moderating variable in the model, it offers a more comprehensive perspective on the conditions under which this relationship is strengthened or weakened. Accordingly, the study examines how the indirect effect of Dark Triad on burnout emerges through psychological resilience and how this indirect effect changes according to the level of organizational commitment using the Hayes Process Model 14. Thus, this research aims to explain both the underlying mechanism of the dark triad-burnout relationship and the conditions under which this mechanism differs, by evaluating the relationships between variables not only through direct effects but also within the framework of indirect and conditional effects.

2.Literature Review and Development of Hypotheses

2.1.Dark Triad

Identifying the underlying characteristics of malicious and maladaptive behavior in individuals is crucial for academic and clinical studies. The influential Dark Triad (DT) model developed by Paulhus and Williams (2002), which provides a non-clinical assessment of socially aversive personality traits malicious tendencies toward manipulation, self-aggrandizement, and aggression, has been a landmark in academic research (Paulhus&Williams, 2002). The word "dark" emphasizes the socially destructive and undesirable nature of the concept (Vize et al.,2016; Thomaes et al.,2017). Generally, dark personality traits are associated with dysfunctional interpersonal orientations and maladaptive behavioral patterns (Hogan&Hogan,1997) and share a hostile interpersonal orientation (Vize et al.,2016). Individuals with the Dark Triad may act in their own self-interest, disregarding ethical values (Yılmaz,2017), and exhibit behaviors lacking a sense of morality and insincerity (Yemenici&Bozkurt,2020).

The behaviors of individuals with dark personality traits lead to specific consequences at personal, social, and organizational levels (LeBreton et al.,2018). In an organizational context, the Dark Triad demonstrate their impact on low job satisfaction, high intention to leave, dysfunctional workplace behaviors, psychological resilience, and employee attitudes and behaviors (Jonason et al.,2015; Volmer et al.,2016; Özsoy&Ardıç, 2017; Özsoy et al.,2018; Čopková & Araňošová, 2020). However, studies have shown that psychopathy increases burnout, narcissism predicts emotional exhaustion and cynicism, and Machiavellianism and psychopathy are associated with depersonalization and personal and work burnout (Grover & Furnham,2020; Petrides et al.,2011; Schwarzkopf et al.,2016). In short, studies show that the influence of the DT personality traits should not be overlooked in explaining undesirable behavior in the workplace (Jonason et al.,2014).

Individuals with DT personality traits are more inclined to conflict, manipulative, and socially destructive behaviors, making them more likely to experience resource loss. These individuals tend to generate interpersonal stressors that deplete psychological resources and weaken their capacity to cope with stress. In this context, while some findings suggest complex relationships with burnout dimensions, the overall evidence indicates that these traits can weaken individuals' capacity to cope with stress. Accordingly, Dark Triad are expected to negatively impact psychological resilience by reducing individuals' ability to effectively manage stress and recover from negativity.

This hypothesis has been formulated.

H2: Dark Triad is negatively related to psychological resilience.

2.2 Burnout

Burnout (BO) is defined as a psychological syndrome characterized by emotional exhaustion, depersonalization, and decreased personal achievement as a result of prolonged work-related stress (Maslach et al., 2001). According to Maslach and Jackson (1981), burnout consists of three main dimensions: emotional exhaustion, depersonalization, and decreased personal accomplishment. Emotional exhaustion defines the core symptom of burnout as a state of stress and a feeling of loss of energy (Maslach et al.,2001; Schaufeli & Taris, 2005). Depersonalization, on the other hand, is characterized by psychological detachment from work (Schaufeli & Taris, 2005). Reduced personal accomplishment is a negative evaluation of one's job performance and the value of one's work (Maslach et al.,2001). Burnout, which arises as a response to intense physical, emotional, and cognitive strain, is characterized by apathy, detachment from work and tasks, and negative

attitudes toward all work-related contexts such as employee values and organizational culture. Therefore, apathy is a broader concept encompassing both loss of personal identity and lack of personal accomplishment (Maslach et al., 2001; Demerouti et al., 2001). As an internal and emotional response to external stressors, burnout depletes personal and social resources.

Within this framework, psychological resilience is conceptualized as a critical personal capital that enables individuals to manage stress, adapt to adversities, and prevent further resource loss. Individuals with higher levels of resilience are more adept at conserving their psychological resources and are therefore less likely to experience burnout (Treglown et al., 2016). Conversely, factors that increase interpersonal conflict, emotional tension, and resource depletion are more likely to increase burnout. In particular, personality-based risk factors such as the Dark Triad traits can accelerate resource depletion. Individuals with these traits tend to engage in manipulative, conflict-prone, and socially destructive behaviors. This can weaken social support systems and increase stress levels. This process contributes to the erosion of psychological resources and increases vulnerability to burnout.

Empirical studies have shown that Dark Triad are associated with various dimensions of burnout, but the nature of these relationships can differ between traits. Narcissism has been associated with emotional exhaustion, while Machiavellianism and psychopathy have been associated with depersonalization and generalized burnout (Grover & Furnham, 2020; Petrides et al., 2011; Prusik & Szulawski, 2019). The findings show a general trend indicating that dark personality traits contribute to dysfunctional coping processes and negative work-related outcomes. However, some individuals exhibit resilience under intense stress and are less likely to collapse. In short, burnout can negatively impact work outcomes (Jaffery, H., & Farooq, 2015), but psychological resilience is considered a natural protective shield against burnout (Treglown et al., 2016). Based on this, could some dark side traits provide individuals under intense stress with additional psychological resources and allow them to utilize these resources to increase resilience?

In this context, the following hypothesis has been developed:

H1: Dark Triad is positively related to burnout.

2.3. Organizational Commitment

The concept of organizational commitment (OC) is used to describe employees' emotional and psychological commitment to organizational goals and values. Organizational commitment, which motivates employees to contribute to organizational success (Jimoh, 2023), enables the development of personal skills and fosters job enjoyment (Jimoh & Kadiri, 2018). Meyer and Allen defined the concept as three distinct elements: affective, normative, and continuance commitment. Affective commitment describes the desire to be a part of the team and an emotional attachment to the organization. Normative commitment refers to employees' obligation to be a part of the team, while continuance commitment reflects dedication and defines employees' need to be a part of the team emphasized that organizational research the three components of organizational commitment should be considered as a single component rather than separately (Meyer & Allen, 1997; Lambert et al., 2022).

Employees with high organizational commitment are more likely to perceive greater social support, experience a stronger sense of purpose, and maintain emotional stability. This contributes to more effective coping with stress. Within the framework of the proposed model, organizational commitment is considered not as a direct predictor, but as a moderating variable influencing the strength of the association between PR and BO. Specifically, organizational commitment is expected to enhance the protective effect of PR by providing additional contextual resources. When organizational commitment is high, the negative association between PR and BO is expected to become stronger. Conversely, when commitment is low, the effectiveness of psychological resilience in reducing burnout may weaken. In this sense, organizational commitment functions as a boundary condition that determines how effectively individuals can utilize their personal resources under stressful conditions. The relevance of this issue becomes more apparent when examining Dark Triad personality traits. Individuals who are more exposed to interpersonal conflict and resource loss may benefit more from strong organizational commitment. Organizational commitment strengthens the effectiveness of personal resources by providing a protective psychological environment against stress.

2.4. Psychological Resilience

Psychological resilience (PR) refers to a person's capability to adapt effectively to changing conditions and maintain functioning by drawing on available protective and risk-related factors when confronted with adversity (Karairmak, 2006; Murphy, 1987). It is a dynamic process that includes maintaining psychological functioning and healthy adaptation (Türk-Kurtça and Kocatürk 2020) (McLarnon & Rothstein, 2013). This process includes self-regulatory activities, emotional, cognitive, and behavioral factors, protective personal resources, and environmental resources (Gignac, 2010). In summary, resilience is defined as the ability to cope with life's challenges and experiences; it demonstrates emotional, behavioral, and mental flexibility through the ability to adapt to life's internal and external demands (Southwick et al., 2014).

Studies that link psychological resilience to the Dark Triad through various concepts are quite limited (Grover, 2018) and are not directly related to resilience but are instead used in conjunction with concepts such as anxiety, depression, stress, coping, and mental resilience (Aghababaei & Blachnio, 2015; Grover, 2018). Accordingly, in the proposed model, psychological resilience is positioned as a mediating variable explaining how the Dark Triad personality traits affect burnout. Specifically, it is expected that the Dark Triad personality traits reduce individuals' psychological resilience, which in turn increases their vulnerability to burnout.

Furthermore, consistent with PROCESS Model 14, the effectiveness of this mediating mechanism is expected to vary depending on contextual factors. In this study, organizational commitment is conceptualized as a boundary condition regulating the association between PR and BO. This means that the indirect effect of the DT personality traits on BO, mediated through PR, will be influenced by the level of OC.

Considering the findings of previous studies and the theoretical framework of the study, the following hypothesis is proposed.

H3: Psychological resilience is negatively related to burnout.

2.5. Theoretical Integration and Model Development

To fully understand the impact of the Dark Triad on burnout, it is necessary to consider individual psychological resources, interpersonal processes, and organizational factors together.

In this context, the study aims to obtain a more comprehensive and complementary framework by using Conservation of Resources Theory (COR), Social Exchange Theory (SET), and Identity Theory (IDT) together.

Conservation of Resources (COR) Theory is considered an important approach in the organizational behavior and organizational psychology literature (Nursalam et al., 2020). The theory is widely used in understanding stress and burnout processes in organizations (Hobfoll et al., 2015; 2018; Hobfoll, 2001; Choi et al., 2020). It also offers a framework related to the demand-resource model. From the perspective of COR theory, personal seek to obtain, protect, and maintain what they value (individual attributes, energy, and social resources). The loss or depletion of these resources triggers stress in the individual (Hobfoll, 2001; Hobfoll et al., 2018; Cömert & Yürür, 2017). In this context, burnout can be conceptualized as a long-term state of resource loss resulting from continuous exposure to challenging working conditions (Maslach et al., 2001). In this regard, the Dark Triad characteristics play a critical role in revealing individuals' vulnerability to resource depletion. Specifically, individuals with the Dark Triad personality disorder are characterized by manipulateness, selfishness, and low empathy, leading to resource depletion through interpersonal conflict and emotional tension (O'Boyle et al., 2012; LeBreton et al., 2018).

While COR theory explains the internal mechanisms that resource loss triggers in individuals, it does not fully define the interpersonal processes that cause these losses.

At this point, Social Exchange Theory offers an important and different perspective. SET suggests that social interaction is based on the reciprocal exchange of resources, and that this exchange is sustained by mutual trust, fairness, and reciprocity (Blau, 1964). This exchange fosters positive relationships through behaviors that share resources mutually. However, individuals with high levels of Dark Triad personality traits tend to disregard reciprocity norms and social obligations and prioritize their own interests. Furthermore, their ability to understand the feelings of others and empathize is underdeveloped. This situation hinders the healthy functioning of social exchange and weakens the understanding of mutual benefit in relationships, thus disrupting social exchange processes (O'Boyle et al., 2012). As a result, individuals may experience increased social stress with reduced personal resources. This disruption, as seen in the COR perspective, contributes to resource loss. The fundamental reason for this is that the disappearance of supportive interactions reduces

individuals' capacity to cope with stress. Therefore, while SET explains how dark personality traits lead to resource loss in interpersonal behavior, COR theory explains how this loss leads to burnout. To define these emerging processes at the organizational level, Identity Theory (IDT) was needed. IDT states that individuals define themselves through their social roles and group memberships. However, individuals having a strong identification with the organization strengthens their sense of belonging, meaning, and psychological stability (Stets & Burke, 2014). In this context, organizational commitment can be conceptualized as an identity-based resource reflecting the extent to which individuals have internalized organizational values and goals (Meyer & Allen, 1997; Meyer et al., 2002).

This complementary framework perspective is particularly valuable for explaining the role of psychological resilience. In COR theory, resilience is conceptualized as a crucial personal resource that enables individuals to withstand stress and recover from adversity (Hobfoll et al., 2018). However, the effectiveness of this resource depends on both interpersonal and contextual factors. From a Social Exchange Theory (SET) perspective, dysfunctional interpersonal relationships can weaken the protective role of resilience by limiting access to social resources. Similarly, from an Identity Theory (IDT) perspective, low organizational commitment can further reduce the effectiveness of resilience by diminishing the stability and meaning derived from the work environment.

Based on these arguments, the following hypothesis is proposed:

H4: Psychological resilience mediates the relationship between the Dark Triad and burnout.

H5: Organizational commitment has a moderates the relationship between psychological resilience and burnout.

H6: Organizational commitment moderates the mediating effect of psychological resilience in the relationship between the Dark Triad and burnout.

3. Methods

3.1. Research Design and Analytical Strategy

This study was conducted using a cross-sectional quantitative design to examine the proposed moderated mediation model. Specifically, a moderated mediating variable model is proposed, where psychological resilience functions as the mediating variable and organizational commitment as the moderating variable. Psychological resilience is positioned as the mediating variable (M), explaining how Dark Triad traits affect burnout. Organizational commitment is introduced as the moderating variable (W), influencing the strength of the relationship between PR and BO.

To test this theoretical structure, the PROCESS Macro Model 14 developed by Hayes (2018) was used. Model 14 is particularly suitable when the mediating effect of variable M on Y depends on a moderating variable.

Based on the theoretical background and literature reviewed, the conceptual framework of the study is presented in Figure 1. These relationships mentioned above can be visualized in the research model as follows. In the conceptual model, Dark Triad are expected to increase burnout levels among healthcare employees. Psychological resilience is proposed as a mediating variable that explains the mechanism through which Dark Triad influences burnout. Organizational commitment is proposed as a moderating variable that the negative effect of low psychological resilience on burnout. Therefore, the strength of the indirect relationship between Dark Triad and burnout may vary depending on the level of organizational commitment.

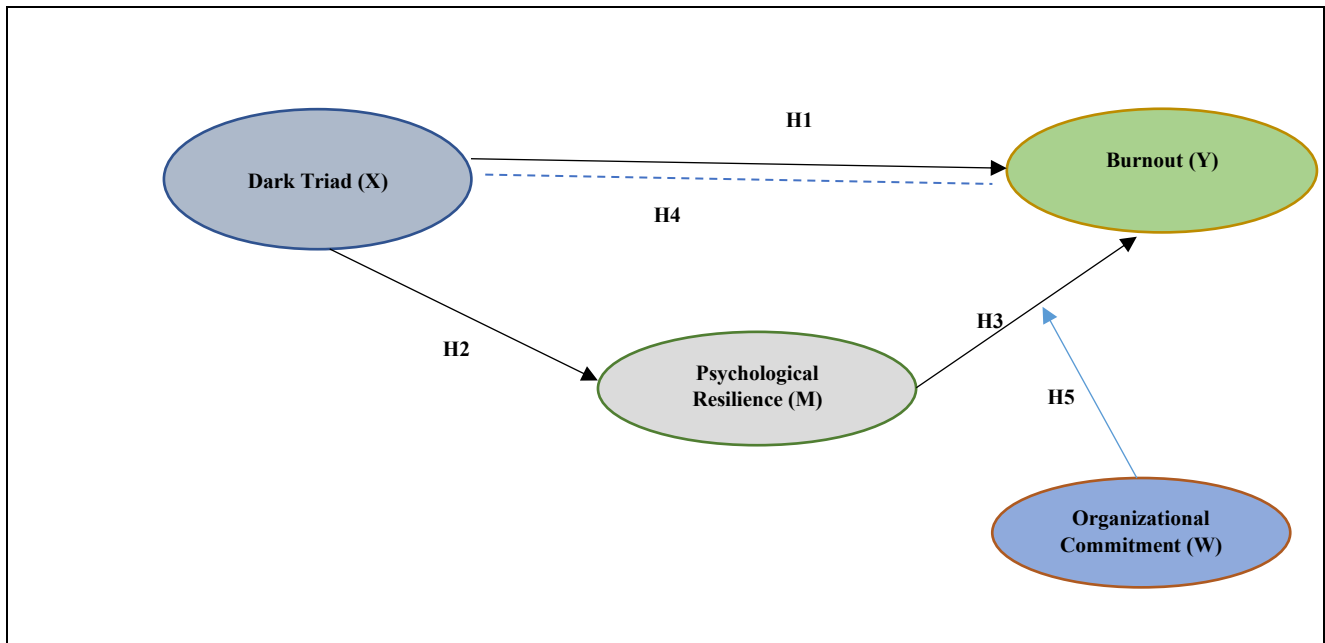


Figure 1: Conceptual Framework of the Study

3.2. Universe and Sample of the Research

Permission for the study is provided by the Kocaeli University Social and Human Sciences Ethics Committee in its decision number 3, numbered E-15669481-050.04-769530. The study population comprised healthcare personnel working in public hospitals in Istanbul, and data were collected from staff at seven accessible public hospitals between May 15, 2025, and September 30, 2025. As it was not possible to reach all healthcare workers employed in public hospitals in Istanbul, data were collected using the convenience sampling method. Participation in the study was voluntary and anonymity was guaranteed to reduce social desirability bias. Only healthcare professionals who had at least one year of work experience were included in the study in order to ensure that participants were familiar with organizational processes. Gender, age, education level, and professional experience were included as control variables in the analysis because previous studies have shown that these variables may influence burnout and organizational commitment.

The research was designed within a quantitative framework, and the sample size calculation was performed using the G*Power 3.1.9.7 program (Faul et al., 2007). A sample size of 341 was determined to be sufficient for a statistical power of 95% and a confidence interval of 5% (Yazıcıoğlu & Erdoğan, 2004). In this context, 512 surveys were completed in the study. Thirty surveys with incomplete answers were excluded from the analysis, and 482 were used in the analysis. The survey form, designed for the research purpose, consisted of questions covering employee demographics and items related to the dark triad, burnout, psychological resilience, and organizational commitment variables. The research sample was found to meet the requirements for the analyses.

3.3. Measurements

The measurement tools were selected from consistent scales with high validity and reliability in the literature. The survey form consisted of demographic characteristics of the participants and statements regarding the variables. A face-to-face survey method was chosen as a primary data collection method for the purpose of the study. This method was chosen to ensure accurate and rapid data collection.

The Dark Triad Scale: The Short Dark Triad Scale (SDT) was used to assess the Dark Triad. It was developed by Jones and Paulhus (2014), and its Turkish adaptation, validity, and reliability study were conducted by Özsoy et al., (2017). The scale measures narcissism, Machiavellianism, and psychopathy with nine items each, for a total of 27 items. The scale was adapted for Turkish as a 5-point Likert scale. In the present study, an overall Dark Triad score was calculated by averaging the responses across all items, following common practice in organizational behavior research.

Burnout Scale: The Burnout Inventory, developed by Maslach and Jackson (1981), consists of 22 items and three subscales and was translated into Turkish by Ergin (1993). The Maslach Burnout Inventory measures

burnout through three dimensions, namely emotional exhaustion, depersonalization, and reduced personal accomplishment. However, in the present study, a total burnout score was utilized in the analyses to reflect overall burnout levels. The scale employs a seven-point Likert response format ranging from 1 ("never") to 7 ("always").

Psychological Resilience Scale: The Smith et al., (2008) scale was used to measure participants' psychological resilience. The Turkish validity and reliability study of the scale was conducted by Doğan (2015). The scale consists of six items, and items 2,4, and 6 are reverse-coded. After reverse coding the relevant items, higher scores indicate higher levels of psychological resilience.

Organizational Commitment Scale: The 18-item scale, developed by Meyer, Allen, and Smith (1993), has three subdimensions: affective, normative, and continuance commitment. Its Turkish validity and reliability study was conducted by Dağlı, Çiçek, d Han (2018). In this study, the overall organizational commitment score was used in the analysis.

4. Analysis and Findings

4.1. Analysis

The moderated mediation model was tested using PROCESS Macro Model 14 (Hayes, 2018). Model 14 is appropriate for testing conditional indirect effects in which the relationship between the mediator and the dependent variable is moderated by another variable. In the present study, psychological resilience was modeled as the mediator between Dark Triad traits and burnout, while organizational commitment was specified as the moderator affecting the relationship between psychological resilience and burnout. This model allows the investigation of whether the indirect effect of the Dark Triad on burnout through psychological resilience varies at different levels of organizational commitment.

Skewness and Kurtosis values for the normal distribution of the data were examined. Skewness (−0.747 to 0.793) and kurtosis (−1.244 to 1.119) values were within acceptable ranges, indicating normal distribution (Tabachnick, 2007; Kline, 2016).

4.2. Validity and Reliability

CFA analyses were conducted to determine the structural validity of the scales. The construct validity of the scales was assessed through Confirmatory Factor Analysis (CFA). The results indicated that the measurement model exhibited acceptable fit ($\chi^2/df = 2,95$, CFI =.947, TLI = .941, RMSEA = .049, SRMR =.044.). Furthermore, Cronbach's alpha coefficients for all constructs were above the recommended threshold value of .70, demonstrating satisfactory reliability. Accordingly, Cronbach's alpha values were calculated as 0.83 for the Dark Triad, 0.84 for burnout, 0.87 for psychological resilience, and 0.74 for organizational commitment.

Following the structural validity analysis, convergent and discriminant validity were tested in the study, and factor loadings, CR (composite reliability), and AVE values were examined. According to the literature, the AVE value is greater than 0.50 (Hair et al.,2017), MaxR(H) >0.80 (Hancock and Mueller, 2001), $\alpha > 0.70$, and CR >0.70 (Hair et al.,2017). However, for convergent validity, CR>0.70;MSV<0.50; CR>AVE is recommended. Furthermore, for discriminant validity, MSV<AVE (Hair et al.,2017). When the analysis results were evaluated, it was observed that the internal consistency reliability and convergent validity were achieved ($\alpha > 0.70$; CR>0.70; AVE>0.50; CR>AVE) (Hair et al.,2017), indicating that the study has good reliability. Discriminant validity is defined as the degree to which a criteria does not correlate with other criteria with which it is assumed to be discriminant.

Table 1: Reliability and Validity Coefficients

Variable	Mean	SD	Reliable Measure			Validity Measures	
			α	MaxR(H)	CR	AVE	MSV
1.DR	2.77	0.852	.830	.964	.918	.687	.160
2. BO	2.76	1.084	.840	.988	.941	.741	.211
3. PR	3.06	0.805	.870	.981	.887	.791	.125
4. OC	3.09	0.806	.740	.946	.939	.755	.221

DR=Dark Triad; BO=Burnout; PR=Psychological Resilience; OC: Organizational Commitment

Discriminant validity is expressed in the literature as the smaller of one of the ASV or MSV values than the AVE value ($MS < AVE$; $ASV < AVE$) (Hair et al.,2017; Chabo Byaene et al.,2021). As a result of the analysis, AVE and MSV define good validity for the study. The suitability of the data with the measurement model was determined and it was found to meet the specified index values. Additionally, the MaxR(H) value must be greater than the CR value (Raykov et al.,2016). The AVE and MSV values indicate that the constructs meet the recommended validity criteria. Furthermore, the correlation among the study variables provide support for the validity of the measurement model. The suitability of the data with the measurement model was determined and it was observed that it met the determined index values. The analysis results are shown in Table 1.

4.3.Common Bias Method

Obtaining research data from the same source can lead to common method bias for variables. Procedural and statistical adjustments were made to minimize the possibility of common method bias. A cover story was applied at the beginning of the survey to obscure the relationships between the independent and dependent variables (Kock et al.,2015). Furthermore, care was taken to ensure that the scales used were reliable and did not contain long statements. In addition to the proposed procedural solutions, the research model was designed as a complex research design with a mediator variable model, making it difficult for respondents to generate implicit theories. The theoretical basis of the basic starting point of the studies and the complex structure designed as a mediator and moderator effect reduce the risks. Therefore, Harman's single factor method was used as a statistical solution to determine whether there was a tendency for common method bias in the study. When all variables in the study were collected under a single factor, the amount of variance explained was found to be 24.80%. Since the amount of variance explained is below 50%, it can be said that there is no common method variance error in the data of the study.

To further assess common method bias, a common latent factor (CLF) approach was applied using AMOS, following recommendations by Podsakoff et al. (2012). A latent factor was added to the measurement model, linking all observed variables to capture the shared variance among items. The standardized factor loadings derived from the model including the common latent factor were compared with those obtained from the model excluding it. The differences in loadings were found to be below 0.20, indicating that common method variance does not significantly affect the results.

4.4.Descriptive Statistics and Correlation

The mean (M) and standard deviation (S.D) of the data for the Dark Triad, burnout, psychological resilience, and organizational commitment variables were examined, as were the correlations between the relevant variables. Information regarding categorical variables was expressed as percentages (%) and numbers (N).

Demographic characteristics of the participants revealed that 208 (43.2%) were female, 274 (56.8%) were male, 264 (54.8%) were married, and 218 (45.2%) were single. When the participants were grouped by profession, it was determined that 207 (43%) were doctors, 199 (41.3%) were nurses, 54 (11.2%) were health technicians, and 22 (4.6%) were physiotherapists. Educational backgrounds revealed that 74 (15.4%) had an associate's degree, 102(21.2%) had a bachelor's degree, 212 (44%) had a postgraduate degree, and 94 (19.5%) had a doctorate. Furthermore, the majority of the participants were between the ages of 20 and 30 (240 (49.8%)), and 23 (4.8%) were at least 50 years old or older. When evaluated in terms of professional experience, 193 individuals (40%) with 6-10 years of professional experience constitute the largest group. Table 2 provides information on the variables used in the study.

Table 2: Descriptive Statistics and Correlation Results

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. Gender	1.57	0.496	1								
2. Age	1.72	0.861	.091*	1							
3. Marital Sta	1.45	0.498	.062	-.518**	1						
4. Education	2.20	1.289	.033	.066	.007	1					
5. Professional Experi	3.29	0.633	.071	.846**	-.514**	.088	1				
6.DR	2.77	0.852	-.030	.024	-.121**	-.008	.083	1			
7. BO	2.76	1.084	-.026	.046	-.074	-.121**	.053	.495**	1		
8. PR	3.06	0.805	-.022	.045	-.050	-.090*	.005	-.430**	-.518**	1	
9. OC	3.09	0.806	.033	.121**	-.049	-.145**	.075	-.446**	-.661**	.336**	1

n = 482; *p < .05; **p < .01; M=Mean; SD=Standard Deviation

Correlation analysis was used to determine the relationships between variables. The analysis results show a Dark Triad traits were positively associated with burnout ($r = .495$, $p < .01$) and negatively associated with psychological resilience ($r = -.430$, $p < .01$) and organizational commitment ($r = -.446$, $p < .01$). Burnout was negatively associated with psychological resilience ($r = -.518$, $p < .01$) and organizational commitment ($r = -.661$, $p < .01$). Finally, psychological resilience was positively associated with organizational commitment ($r = .336$, $p < .01$).

4.5. Testing Hypotheses

The study's hypotheses were tested using SPSS and the Hayes PROCESS macro Model 14 (Hayes, 2012). The PROCESS macro uses bootstrapping, a statistical method that allows repeated samples to be selected from a dataset by replacing them to obtain distributions of indirect effects with confidence intervals (Kisbu-Sakarya et al., 2014). In the current analyses, 5000 bootstrapping samples were used (Hayes, 2014). In this technique, confidence intervals that do not include zero define a significant effect.

The general results of the model can be expressed as follows.

The study's direct test of the Dark Triad's effect on burnout revealed a positive effect between the Dark Triad and burnout, and it was statistically significant [$\beta = .191$, $p < .001$; $CI = .1371; .2442$]. In this context, the hypothesis "**H1: Dark Triad is positively related to burnout**" is supported. Dark triad personality traits increase burnout.

When the direct effect of the Dark Triad on psychological resilience was tested in the study, it was revealed that the Dark Triad had a negative effect on psychological resilience, and this effect was statistically significant [$\beta = -.350$, $p < .001$; $CI = -.4097; -.2913$]. Thus, hypothesis **H2: Dark Triad is negatively related to psychological resilience** was supported.

The analysis of the direct effect of psychological resilience on burnout revealed a negative effect on psychological resilience and burnout, and this effect was statistically significant [$\beta = -.178$, $p < .001$; $CI = -.2489; -.1071$]. Thus, hypothesis "**H3: Psychological resilience is negatively related to burnout**" was accepted.

Table 3: Findings Regarding the Research Results

Hypothesis	Path	β	SE	t	p	95% CI	Result
H1	DT $\rightarrow$ BO	.191	.0272	6.9984	<.001	[.1371;.2442]	Supported
H2	DT $\rightarrow$ PR	-.350	.0300	-11.6799	<.001	[-.4097;-.2913]	Supported
H3	PR $\rightarrow$ BO	-.178	.0367	-4.8541	<.001	[-.2489;-.1071]	Supported
H4	DT $\rightarrow$ PR $\rightarrow$ BO	.0624	.144	4.264	<.001	[.0332;.0896]	Supported
H5	PR x OC $\rightarrow$ BO	-.161	.0543	-2.965	<.01	[-.267;-.054]	Supported

Mediating Variable Model

When psychological resilience was included in the model as the mediator variable, the model was found to be significant, $R = .4689$, $R^2 = .2198$, $p < .001$. The indirect effect of Dark Triad traits on burnout through psychological resilience was positive and significant ($\beta = .0624$, $p < .01$, 95% CI [.0332; .0896]). The results are interpreted as suggesting that psychological resilience functions as a protective mechanism that reduces the impact of dark personality traits on burnout. Thus, the hypothesis "**H4: Psychological resilience mediates the relationship between the Dark Triad and burnout**" is accepted.

Moderator Mediation Effect

When the Int (interaction effect M*W) relationship for the moderator effect was examined, the direct effect on the mediator variable, PR, and the moderator variable, OC, was tested, and a statistically significant but weak effect was found [$\beta = -.161$, $p < .01$; CI = -.267; -.054]. The results indicate that the hypothesis "**H5: Organizational commitment has a moderates the relationship between psychological resilience and burnout**" was accepted.

Conditional Indirect Effects

- A conditional indirect effect analysis was conducted, and as a result of this analysis, the indirect effect of DR on BO via PR was calculated for different OC values:

The indirect effect for low OC was [$\beta = .0449$; CI = .0108;.0790]. This indicates that effect is weaker at low levels of organizational commitment.

The indirect effect for high OC was [$\beta = .0800$; CI = .0406;.1209]. Organizational commitment strengthened the negative relationship between psychological resilience and burnout, and the indirect effect of Dark Triad traits varied across levels of organizational commitment. The conditional indirect effects indicated that the indirect effect of the Dark Triad on burnout through psychological resilience varied across levels of organizational commitment. The indirect effect was .0449 at low organizational commitment, .0614 at the mean level, and .0800 at high organizational commitment. Thus, the magnitude of the conditional indirect effect increased as organizational commitment increased.

The value obtained as a result of the moderated mediation was [$\beta = .0565$; CI = .0225;.1355] supports the conclusion that there is an indirect effect due to moderation. These results indicate that under conditions of low organizational commitment with a negative value, the effect of Dark Triad on burnout is more pronounced, and this effect is amplified through psychological resilience. These results confirm the hypothesis **H6: Organizational commitment moderates the indirect effect of the Dark Triad on burnout through psychological resilience**. The resulting index (.0565) measures the contribution of moderation to the indirect effect, indicating effects due to moderation. Furthermore, the moderation effect analysis of organizational commitment reveals that employees with high levels of organizational commitment exhibit lower burnout due to the negative effects caused by individuals with Dark Triad, mediated by psychological resilience. These results indicate that as organizational commitment increases, the effect of burnout decreases with psychological resilience. Therefore, it is possible that employees with strong psychological resilience and increased organizational commitment can make them more resilient to the negative conditions caused by Dark

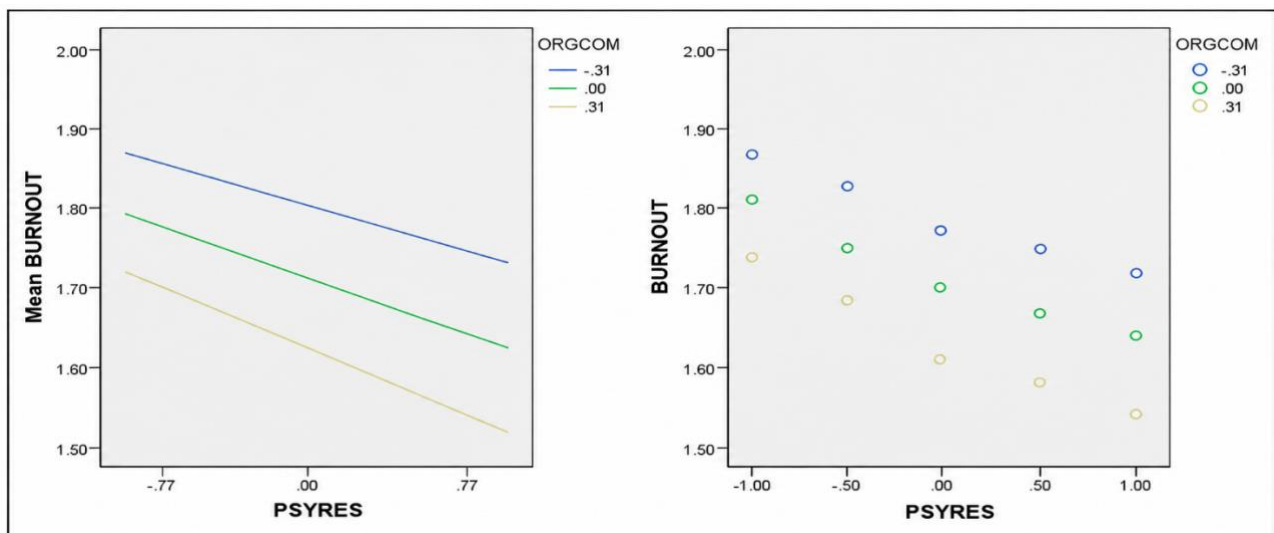
Triad personality traits. The model predicting psychological resilience was statistically significant ($R = .4689$, $R^2 = .2198$, $p < .001$), indicating that the model explained 21.98% of the variance in psychological resilience. This indicates that the effect of DR on PR explains 21.98% of the variance. However, when the effect on BO (outcome variable) was evaluated, $R = 0.5080$, $R^2 = 0.2581$: This indicates that the effects of DR, PR, and OC on BO explain 25.81% of the variance.

Table 4: Moderated Mediation Results

<i>Indirect Relationship</i>	<i>Direct Effect</i>	<i>Indirect Effect</i>	<i>Confidence Interval Low/High</i>	<i>Hypothesis</i>	<i>Result</i>
DT → PR → BO	.191	.0624	.0332;.0896	H4	Supported
<i>Probing Moderated Indirect Relationship</i>	<i>Effect</i>	<i>BootSE</i>	<i>Confidence Interval Low/High</i>		
Low Level of ORGCOM	.0449	.0174	.0108;.0790		
Midium Level of ORGCOM	.0614	.0144	.0355;.0906		
High Level of ORGCOM	.0800	.0205	.0406;.1209		
<i>Index of Moderated Mediation</i>	<i>.0565</i>	<i>.0403</i>	<i>.0225;.1355</i>	H6	Supported

In this analysis, the moderator variable OC modifies the strength or direction of the relationship between PR and BO. Moderation was found to be significant; this supports the findings of the study, with the Int_1 interaction (OC × PR) being statistically significant, indicating that the relationship between PR and BO cannot be examined in isolation. OC, along with PR, plays a decisive role in this relationship. In summary, conducting a moderator mediation effect analysis provides depth and theoretical enrichment to the study and offers a broader perspective for interpreting the findings.

An interactive graph was created to more clearly indicates the moderating effect of OC on the relationships between the DT and PR.



Graph 1: Relationships Between Variables

The graph illustrates that the negative relationship between PR and BO varies depending on the level of OC. As OC increases, the negative association between PR and BO becomes stronger. This indicates that employees with high organizational commitment experience lower burnout when their psychological resilience is high compared to employees with low organizational commitment. Low and high levels of OC were defined as one standard deviation below and above the mean, respectively.

5. Conclusion and Discussion

The findings suggest that burnout may be shaped by both personality traits and contextual resources. Unlike previous studies that examined these variables individually, this study provides a more comprehensive understanding of how maladaptive personality traits relate to burnout through both individual (resilience) and organizational (commitment) mechanisms. Another important finding of the study is its revelation of the relationship between PR and BO. Grover and Furnham (2021), in their study examining the relationship between the DT and occupational and personal burnout using PR as a mediator, showed that psychological resilience acts as a buffer against the negative effects of the DT personality traits and reduces the level of burnout. The literature generally reveals a negative relationship between PR and BO (Hao et al.,2015; Harker et al.,2016; Treglown et al.,2016; Arrogante & Aparicio-Zaldivar, 2017).

Another result of the study is the confirmation of the hypothesis that there is a relationship between the DT and BO. In general, the literature supports a positive relationship between DT personality traits and burnout, arguing that individuals exhibiting manipulative, egocentric, and emotionally distant tendencies are more likely to experience work stress along with burnout. A study by *Acta Psychologica* (2024) showed that DT traits were significantly associated with levels of academic burnout and suggested that maladaptive personality traits may predispose individuals to increased psychological stress (Klerks et al.,2024). Similarly, previous empirical research has consistently shown that DT traits are linked to dysfunctional motivational patterns, which in turn contribute to high levels of burnout in organizational settings (Prusik&Szulawski, 2019). The results obtained are consistent with studies in the literature that reveal a relationship between the Dark Triad and burnout. In this context, it shows that the relationship between Dark Triad and burnout may be more pronounced in high-stress environments and strengthens the definition of the personality-burnout relationship. Furthermore, unlike previous studies that revealed indirect mechanisms, the current study evaluates the Dark Triad-burnout link within a broader model framework, considering it together with the variables of psychological resilience and organizational commitment.

One of the key questions addressed in this study, the hypothesis that psychological resilience mediates the relationship between the DT and BO, is accepted. The findings indicate that higher levels of Dark Triad traits are associated with lower psychological resilience and that psychological resilience mediates the relationship between the Dark Triad and burnout. It is thought that psychological resilience, which increases individuals' ability to cope with stress, can balance the negative effects of the DT traits. In this context, the findings reveal a relationship between high PR and BO. However, considering the cross-sectional design of the study, it is also thought that these relationships can be interpreted as causal or correlational (Podsakoff et al.,2012).

Modern living conditions, burnout, and work-related stress are among the consequences of working life (Jaffery&Farooq, 2015; Maslach, 2017). In short, the nature of the work performed can be a primary cause of stress leading to burnout. On a case-by-case basis, healthcare workers face stress stemming from emotional issues such as time pressure, excessive workload, and role ambiguity (Connor&Davidson,2003). Intense workplace stress can lead to higher levels of burnout or traumatic stress-like symptoms in healthcare workers. This situation can affect not only the stress levels of healthcare workers but also their capacity for effective practice. It is believed that a work environment that improves the psychological well-being of healthcare workers contributes to reducing stress and thus increasing organizational commitment. Decreased organizational commitment is one of the consequences of burnout (Safari et al.,2020), and studies have shown a positive correlation with burnout when the subject is examined within the framework of the Dark Triad (Papazoglou et al.,2019; Prusik & Szulawski, 2019; Schwarzkopf et al.,2016). Furthermore, although there are studies showing relationships between burnout and personality traits (Alarcon et al.,2009; Ang et al.,2016; De la Fuente-Solana et al.,2017; Hao et al.,2015; Harker et al.,2016; McFadden et al.,2018), there are very few studies that address the relationship between burnout, psychological resilience, and the Dark Triad together (Treglown et al.,2016; Grover&Furnham 2021).

Recent research examining personality-burnout relationships emphasizes contextual mechanisms that can explain how maladaptive personality traits translate into work-related stress, particularly through organizational-level variables such as organizational commitment. While there are no studies directly positioning organizational commitment as a moderator between the Dark Triad traits and burnout, the literature provides evidence indirectly supporting this role. Organizational commitment has been conceptualized as a force that strengthens employees' attachment to their organizations and the effects of negative psychological and adverse conditions (Meyer et al., 2002; Riketta, 2002). In parallel, recent studies focusing on the Dark Triad and burnout relationships emphasize that these relationships are not entirely direct, but depend on individual and contextual resources. Moderation-mediation models have shown that psychological resources such as resilience can both mediate and regulate the relationship between maladaptive personality traits and burnout. This suggests that contextual and psychological play a role in shaping these effects (Treglown et al., 2016; Grover & Furnham, 2021; Supunya, 2021).

Another important question of the study, organizational commitment, was found to regulate and moderate the relationship between the Dark Triad, burnout, and psychological resilience. Balazadeh and Hansson (2021) examined the mediating role of psychological resilience and locus of control and found significant relationships between the two variables. In this context, organizational commitment can be positioned as an organizational resource that can regulate the impact of the Dark Triad traits on burnout by strengthening employees' psychological commitment and reducing the likelihood of maladaptive tendencies turning into disengagement and burnout. In other words, higher levels of organizational commitment can reduce the harmful effects of the Dark Triad traits by enhancing a sense of belonging, responsibility, and alignment with organizational goals.

From a managerial perspective, the findings of the present study provide several implications for healthcare organizations. Another important finding of the research is related to the mediating role of psychological resilience. The results show that increasing the level of psychological resilience can be used as an important tool in reducing burnout. In this context, it is considered that training programs on stress management, awareness practices, and effective coping strategies can be implemented to enable employees to cope more effectively with challenging working conditions (Robertson et al., 2015). Such training applications are especially important in organizations with heavy workloads, time pressure, and high stress levels, such as hospitals. The research results also reveal the moderating role of organizational commitment. This result shows that employees' psychological commitment to their organizations plays an important role in whether or not they experience burnout. Ensuring employee participation in decision-making processes in organizations, strengthening the perception of justice, and managerial practices that appreciate employees increase organizational commitment. Increased organizational commitment not only increases employees' positive attitudes towards the organization but also reduces the level of burnout. This supports the strengthening of resilience (Meyer & Allen, 1997).

In addition to these individual and organizational studies, attention should also be paid to job design and workload distribution. Healthcare workers work in environments where psychological and emotional resources can be easily depleted. Therefore, reducing role ambiguity, clarifying job descriptions, and ensuring a fair distribution of workloads can prevent tension that may arise among employees. Previous research has shown that role ambiguity and excessive workload are among the main causes of burnout (Maslach & Leiter, 2016). In this context, clarifying job descriptions and regulating workloads will be important practices in reducing employee burnout levels. Especially in intense and stressful work environments such as hospitals, effective job planning can contribute to protecting the well-being of employees.

When the study is evaluated as a whole, it reveals that the relationship between DT personality traits and BO cannot be explained solely through direct effects. The results show that this relationship is shaped by a more complex structure involving both psychological and organizational factors. While dark personality traits increase the risk of BO in employees, PR and OC play an important role in reducing this negative effect. Therefore, focusing only on individual traits will not be sufficient in addressing employee burnout. It is necessary to consider individual traits together with managerial practices that strengthen psychological resources and support organizational commitment. In the healthcare sector in particular, considering both

individual and organizational factors together is crucial for protecting the psychological well-being of employees and improving the quality of service.

Limitations and Future Research

When evaluating the research results, some limitations should be considered. Firstly, the study has a cross-sectional design. This limits the causal interpretation of relationships between variables (Podsakoff et al., 2012). Furthermore, the use of convenience sampling may make it difficult to generalize the results to different sample groups. Since data was collected using self-report methods, the study carries the risk of methodological bias. Although necessary precautions have been taken to mitigate this risk, using different data sources in future studies would be more beneficial. In addition, the Dark Triad structure was considered as a single structure in this study. In future research, separately evaluating the dimensions of narcissism, Machiavellianism, and psychopathy will contribute to obtaining more detailed results. Future studies using longitudinal research designs could provide more detailed and robust information about the relationships between variables. Furthermore, studies conducted in different cultures or occupational groups could increase the generalizability of the current findings. However, assessing the mediating or moderating roles of different variables such as emotional intelligence, coping strategies, and perceived organizational support may help to explain the relationship between DT traits and BO in more detail.

DECLARATIONS

Generative Artificial Intelligence Statement: Generative artificial intelligence tools were used in the preparation of this study solely for language editing and to improve the clarity and readability of the manuscript. These tools were not used to generate research data, conduct statistical analyses, interpret the findings, or develop scientific conclusions. The author critically reviewed all AI-assisted content and assumes full responsibility for the accuracy, integrity, and originality of the published work.

CRedit Authorship Contribution Statement: Semra Köse: Conceptualization, Methodology, Investigation, Data Collection, Formal Analysis, Writing – Original Draft, Writing – Review & Editing. The author read and approved the final version of the manuscript and agreed to be accountable for all aspects of the work.

Conflict of Interest Statement: The author declares that there are no financial, commercial, personal, or professional conflicts of interest that could have influenced the conduct, analysis, interpretation, or publication of this research.

Data Availability Statement: The data used in this study were collected through a survey administered to healthcare professionals working in public hospitals in Istanbul. Subject to restrictions concerning participant confidentiality, the dataset is available from the corresponding author upon reasonable request.

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